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Manual

of

THE BOARD OF FOREIGN MISSIONS
OF THE PRESBYTERIAN CHURCH
IN THE U. S. A.



Revised - 1933

156 Fifth Avenue, New York, N. Y.

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INTRODUCTION

This Manual is for the guidance of the missionaries and officers of the Board of Foreign Missions of the Presbyterian Church in the U. S. A. It is not a formal contract between the Board and the missionaries, but it states the policies, methods and regulations which experience has shown to be essential to the efficient conduct of missionary work and to harmonious cooperation between all those who are engaged in it.

The Findings of the Lakeville Conference of 1931, as reviewed by the Missions, the Board, and the General Assembly, having necessitated some changes, the Board has now revised and reissued this Manual. The regulations which it contains are believed to be sympathetically appreciative of the missionaries' position and work, and should be subject to few exceptions, since a just administration and equitable treatment of all missionaries render unwise the granting of special privileges to individuals. The cordial cooperation and "team-work" so vital to success can be maintained only by consistent adherence to approved policies. All concerned are expected to be familiar with the Manual, to accept its provisions fully, and to join heartily in their observance. Confusion and misunderstanding have resulted from their disregard.

The spiritual aspects of the missionary work are, of course, entitled to the foremost place in the thoughts and affections of all who engage in it. The maintenance of a constant and intimate devotional life and the keeping of the whole life "hid with Christ in God," are vitally essential to any missionary's success. It should, therefore, be understood that the fact that this Manual deals chiefly with the inevitable details of organization and administration is not due to any undervaluing of the supreme spiritual aim of all missionaries and all their work.

The appointment of a new missionary is complete only upon the Board's receipt of a signed "Manual Acceptance Card," which reads as follows:

INTRODUCTION

"I hereby acknowledge the receipt of a copy of the Board's Manual, which sets forth the rules and regulations governing the work of the missionaries and the mutual relations between them and the Board. I have carefully read this Manual and cordially accept for myself its provisions, believing that I can labor cheerfully and happily under the direction of the Board and in conformity with the system which has been found essential to the maintenance and success of the extensive and intricate work for which the Board is responsible to the General Assembly. I understand, however, that this Manual is not a legal contract between the Board and me. Nor is it a final expression of the Board's principles and policies. It is subject to such amendments as the Board may, from time to time, deem to be for the best interests of the cause."

I. THE AIM OF FOREIGN MISSIONS

1. The supreme and controlling aim of Foreign Missions is to make the Lord Jesus Christ known to all men as their Divine Saviour and to persuade them to become His disciples; to gather these disciples into Christian churches which shall be self-propagating, self-supporting and self-governing; to co-operate, so long as necessary, with these churches in the evangelizing of their countrymen, and in bringing to bear on all human life the spirit and principles of Christ.

II. RELATION OF BOARD AND MISSIONS TO GENERAL ASSEMBLY

Action of the General Assembly of 1922

2. "The commission 'Go ye into all the world, and preach the Gospel to the whole creation' (Mark 16:15) was given to the whole Church, and the work of evangelizing non-Christian nations is the responsibility of all Christians. 'The Church itself is the first Missionary Society.'

"The General Assembly of the Presbyterian Church in the U. S. A., acting on behalf of the whole Church and in accordance with the provisions of its Constitution, conducts the work of Foreign Missions of the Presbyterian Church by a Board appointed for that purpose.

"The Board of Foreign Missions is the agent of the General Assembly for organizing, supporting and administering the work of Foreign Missions. It is amenable to the General Assembly, and reports its proceedings every year for review and approval. It has complete supervision of the whole Foreign Mission work of the Church, subject only to such directions as may be given from time to time by the General Assembly.

RELATION TO GENERAL ASSEMBLY

"The missionaries on the field are representatives of the whole Presbyterian Church. Ordained ministers are subject to the jurisdiction of the Presbyteries of which they are members in all matters pertaining to their ministerial standing. As missionaries, in common with all others appointed by the Foreign Board, they are necessarily under the direction and control of the Board as the agent of the General Assembly." (See Article 214.)

"The Missions are the agents of the Board of Foreign Missions for organizing and administering the work on the field. Their powers are delegated by the Board, with the approval of the General Assembly, and are defined in the Board's Manual. They regularly report all actions to the Board for review and approval. The Mission is not a permanent institution. It is a necessary organization in the first stages of evangelization, but aims to build up as soon as possible an indigenous Church, which shall be self-propagating, self-supporting and self-governing, and prepares and encourages the native Church to complete the work of evangelization in the mode best suited to its own national genius."

III. FORMS OF FOREIGN MISSION WORK

3. The Board considers all methods and forms of missionary service of value in so far as they contribute to the realization of the aim stated in Article I. In this sense all are essentially evangelistic. Our message is Christ, our end is Christ, and Christ must be Lord of all our activities and relationships. Questions of proportion and relation of various methods must be determined in the light of varying conditions of time and place.

A. Evangelistic Work

4. In the direct evangelistic work, the aim is:
 - a. **To convey the Gospel to the people** as quickly and effectively as possible by preaching, teaching, evangelistic institutional enterprises, personal work, distribution of literature, the example of the Christian life, and the influence of the Christian home. In this work all missionaries should take a personal part.
 - b. **To instruct in the Word of God** and lead into saving relationship with Christ those who have become interested in the Gospel message.
 - c. **To cooperate in organizing converts into churches** and in providing for their spiritual oversight and nurture, that they may be developed into faithful and efficient Christians, filled with zeal for the glory of God and the salvation of men, fully realizing their primary privilege and responsibility for the evangelization of their own nation.

B. Social Work

5. Closely related to the direct evangelistic work, and an essential feature of the life and work of the Church which it is one aim of evangelism to develop, are such practical forms of service for the welfare of individuals and society as adequately

EDUCATIONAL WORK

express the love of God in Jesus Christ and the social teachings of His Gospel. The provision of primary and adult education as a cure for prevailing illiteracy; the rendering of medical and public health aid for the removal of ignorance, poverty and vice; the securing of suitable employment for those without means of livelihood; the ministry to sufferers from flood and famine; the introduction of improved methods of agriculture and better homes; the reform of industrial conditions; these and many other forms of practical social service, rendered in the name of Christ and in His spirit, are properly regarded as very direct and valuable means of making known the full Gospel of Jesus Christ. The Board therefore has always recognized such work as an integral part of the missionary enterprise, yet is not disposed to create a special class of missionaries as "Social Evangelists." All the Missions, however, are expected to develop these lines of service, cooperating, where possible, with other groups and enlisting a specially trained personnel in effective dealing with the great evils and problems now pressing upon the peoples of the world.

C. Educational Work

6. The aim of missionary education on the foreign field is:
 - a. The nurture of the children of the Christian community and the finding and training of those fitted for Christian leadership in cooperation with the Church. This objective, which is essential to the missionary enterprise and which cannot be adequately met except by missionary education, involves the training for efficient participation in family, community, vocational, church and state life. Direct evangelization is primary and essential to this, but evangelistic methods are not sufficient for its accomplishment. Mere secular education is not adequate because it does not prepare for efficient Christian participation in social life. Even Christian education will not meet the need unless it has a thoroughly socialized curriculum and supplies

MEDICAL WORK

specific training that is both Christian and efficient. Never were both qualities so essential as today in view of active competition from thoroughly equipped and pronouncedly secular schools.

b. **The evangelization of non-Christians.** In some countries missionary schools furnish an important means of attracting young people to come under Christian influence, often including classes not ordinarily accessible to the evangelist, and affording opportunity through prolonged contact for thoroughly setting forth the Gospel by word, example, work and personal friendship. This purpose should not be relaxed or concealed.

c. **The leavening of non-Christian society.** Through some who may not confess Christ in the school, or who may never confess Him, Christian ideals may yet be brought to bear on non-Christian society, that its evils may be abated, its spirit transformed, the winning of others to faith in Christ facilitated, and the entire environment for Christianity improved.

7. d. **Christian Religious Education** being integral to the whole work of the Church, all missionaries should be familiar with its principles and their best modern practice. Fresh possibilities for evangelism, as well as for education, are opening through a new emphasis on Religious Education, as the fuller interpretation and application of Christ's spirit and teachings to all of life and the life of all. This pervading emphasis relieves, in a measure, the effect of the increasing government restrictions which are being imposed upon religious studies in our schools, and makes more certain the upbuilding of Christian character in every sphere and the infusing of every life with the Spirit of Christ.

D. Medical Work

8. Medical work is not merely a key to open the door into non-Christian communities, but is an integral part of the missionary enterprise.

a. **Generically, the aim** of medical missions is an integral part of the aim common to all forms of missionary work, that

MEDICAL WORK

is, to lead people to Christ and to organize them into churches and train them to self-propagation, self-support and self-government.

b. **Specifically, the aim is:** (1) Relief of suffering; (2) Training of a national Christian medical profession; (3) Removal of superstition regarding causes of disease; (4) Prevention of disease and avoidable mortality,—public health; (5) To do these things in the name and spirit of Christ so as to strengthen the evangelistic program of the Mission.

c. While everything possible should be done to alleviate suffering and save life, at the same time the physician and nurse should aim to multiply their powers through the **training of doctors and nurses**, thereby establishing in the country an indigenous Christian medical profession. The accomplishment of this purpose requires hospitals and medical schools, training schools for nurses, the creation of medical literature, and facilities for training in medical research and in the promotion of public health.

d. The duty of medical missionaries is not limited to the treatment of diseases that have already developed. They are the **health and sanitation officers** of their respective stations with responsibilities for the prevention of disease and for health education. (Article 70-d.)

e. **The medical care of the missionaries and the institutions** under their control is one of their chief responsibilities, and this service properly rendered can be utilized to increase greatly the efficiency and prolong the service of the entire missionary body.

f. **Social service by the medical staff** should also be advantageously used for the removal of ignorance, poverty and vice, and undoubtedly is one of the most effective methods of evangelization.

g. Both physician and nurse ought continually to manifest fervent **loyalty to the Lord Jesus Christ**, in order that His spirit may permeate the entire work and that the seed sown in loving service may yield a rich harvest of souls. However

HOSPITALS

busily occupied with the work of their profession, they should also take a personal part in making Christ known to their patients.

9. h. **Hospitals.** A hospital is a medical unit equipped with laboratory, operating suite, medical and surgical outfit, and with such housekeeping and dietary arrangements as are suitable to the region, to care for a minimum of 20 beds; the professional staff to be not less than one fully qualified full time doctor of modern medicine and one qualified supervising nurse, with sufficient nursing, clinical, and employee staff to care efficiently for the patients.

The medical work of the Board is classified according to **four types** in order (a) to assist candidates to an understanding of the particular medical institutions in which they are to work, (b) to furnish a more definite picture to the Board and Church of the medical work being done, and (c) to aid or control the future development of the medical work. These types are:

First—The Outpatient Center. This includes all forms of work not involving the care of inpatients, such as dispensaries, health centers, etc.

Second—The Group I Hospital. This is a simple institution with the minimum of overhead expense, closely adapted to local conditions and practically supported by fees and local gifts. This type should be taken over eventually and operated entirely by nationals and may serve as a model for the establishment of similar institutions by nationals themselves.

Third—The Group II Hospital. This institution should aim to have at least two doctors and two nurses on its American staff, though some of these may be national doctors or graduate national nurses, with equivalent training, when such are available. These hospitals should be at least as up-to-date in equipment and conveniences as the best national hospitals of the community where they are located. They should have a budget adequate to maintain, if desired, graduate assistants, nurses (training school), technicians, clerks and a full quota of helpers.

Fourth—The Group III, or Teaching Hospital. Its scale of

LITERARY WORK

development will always depend on the resources of the medical college with which it is closely connected.

Until a hospital shows an average annual occupancy of 75%, with the average stay in the hospital of not more than fifteen days per patient, further bed expansion is not considered.

E. Literary Work

10. The printed page is an indispensable auxiliary of every form of missionary activity. In some lands a book, or even a printed or written word, has been an object of veneration, and literature possesses a unique value and power. The Word of God is being translated into the speech of all races and its sale increases with the years. Helps to its interpretation and use are in demand for all schemes of Religious Education. A vast amount of other Christian literature should be made available for non-Christian and Christian enlightenment and nurture. Modern school and college text-books with a theistic and Christian background are constantly needed. Attractive Christian periodicals and articles for publication in secular newspapers are of large use. Popular booklets for general reading and tracts for evangelistic distribution need annual renewal. While an increasingly large and acceptable share in this almost unlimited opportunity is being taken by native authors, yet the training of those workers, as well as the preparation of much of the literature and its effective distribution, call for a larger proportion of the missionary force than has ever yet been given to them.

IV. THE MISSIONARY FORCE

A. Classes of Missionaries

11. For purposes of classification as to their relation to Mission and Board, missionaries are grouped into three classes:

a. **Regular missionaries.** All in any department of the work, ordained or lay missionaries, men or women, under full appointment by the Board for life service, are called regular missionaries and are subject to the obligations and entitled to the privileges set forth in the Manual. Wives of regular missionaries are included in this class.

b. **Special-term missionaries.** Those in any department of the work who have been appointed by the Board for a single fixed term of service and are supported either by the Board or by some institution or department of its work, are known as special term missionaries. They are not entitled to outfit, furlough or pension allowances, but only to such provision as is specified in the terms of their engagement. (Cf. Article 28.) They are primarily responsible to the institution or department employing them. Special term appointments are limited almost exclusively to the unmarried.

c. **Affiliated missionaries.** Persons not under appointment by the Board, but residing near and in such helpfully cooperative relation with a Mission, through Christian character and activity, as to receive special designation by the Board, on recommendation of the Mission, are known as affiliated missionaries. They may participate in the counsels of the Mission and station, but without vote. If supported in whole or in part by the Board, their work shall be under the supervision of the Mission and subject to the provisions of the Manual. The Board does not provide residence for them. Designation as affiliated missionaries shall be made usually at the request of a Mission, understood as continuing only during residence on the field in the cooperating relationship with the Mission, and automatically lapsing on permanent departure from the field.

APPOINTMENT

Such event should be promptly reported to the Board by the Mission's Executive Committee. In the event of a return, the relation may be renewed by action of Mission and Board.

Each of these three mutually exclusive classes includes some missionaries who are largely or altogether supported by other than Board funds, which fact does not affect their respective obligations or privileges, in relation to the Mission and the Board.

The Mission is free to invite other friends to sit with the Mission at a given meeting, as corresponding members without vote.

B. Applications for Appointment

a. Credentials

12. A person desiring appointment as a missionary is expected to answer a series of personal questions as to health, preparation and Christian experience; to submit a certificate of membership in the Presbyterian Church, U. S. A., or an intention of transfer to that Church; and to undergo a medical examination by a physician designated by the Board. He is also expected to present a written sketch of his life and his Christian development, with a statement of his motives in seeking missionary appointment, the content of his Christian message, and any other information which the Board ought to have, bearing on the appointment.

The candidate should apply to the Board's Candidate Department for information as to opportunities open for service, and for blank forms for application, on which he is requested to furnish that Department with the names of friends, neighbors and teachers to whom application may be made for confidential testimonials as to the candidate's qualifications and experience. These testimonials should be sent by their writers directly to the Board, and justice and kindness alike require that they should be full, discriminating and impartial. Wherever pos-

QUALIFICATIONS

sible the Board also desires to secure an unhurried personal interview with each candidate, by an official representative.

b. Age and Children

13. In view of lessened capacity for linguistic attainment and decreased elasticity of personal adaptation, in most persons, after thirty years of age, candidates are, as a rule, unlikely to secure appointment after that age. On account of the additional expense and increased health-risks, as well as the lessened freedom for language study in the first years on the field, only in very special cases does the Board appoint candidates who already have children.

C. Qualifications of Candidates

a. General

14. Candidates for appointment as missionaries, whether for life service or for special terms, should bring a good witness of marked Christian character and culture, deep conviction as to the essentials of the Faith and a strong desire to serve Christ in whole-hearted consecration, as already evidenced in Christian life and work at home. The supreme value of a Christ-like life renders a small number of such candidates preferable to a larger number of those with inferior Christian experience and less devoted consecration.
15. Other things being equal, the higher the educational attainments, the more efficient the missionary. The Board seeks especially the appointment of men and women who have pursued a full college course and added to it technical training for the special service sought. For the maintenance of the missionary's own spiritual life and the effectiveness of the spiritual and evangelistic contacts inseparable from a missionary's work, special Biblical studies and their practical application in active experience are very important. In a few cases, the Board has considered an unusual record of spiritual success

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as the equivalent of unattained educational advantages by way of equipment for foreign service. It is desired that the wife of a missionary shall have as high qualifications for missionary service as are required of single women.

The rapid advances by mission countries and by National Churches call for ever advancing requirements in missionary qualifications. A new missionary is expected to be ready to make a constructive Christian contribution in the land to which he goes.

b. Special

16. (1) **For Evangelistic Work.** In addition to the items in Articles 14 and 15, men seeking appointment as ordained missionaries are expected to furnish testimonials, or their equivalent, from college and seminary professors as to their literary and theological attainments; also recommendations from their Presbyteries as to ecclesiastical standing and missionary qualifications. Without such Presbyterial recommendation, no ordained candidate will be commissioned as a missionary. Women candidates for evangelistic service, in addition to items in Articles 14 and 15, should have had at least one year, and preferably two years, in a theological seminary or a training school for Christian workers, and some experience in personal evangelistic work.
17. (2) **For Educational Work.** In addition to the items in Articles 14 and 15, those who seek appointment for educational work should present testimonials not only from the colleges and normal schools in which they have been trained, but also as to their experience and teaching abilities, from schools in which they have taught. In many mission lands it is becoming increasingly important, in some places indispensable, that missionaries in higher educational institutions should possess the master's or doctor's degree. All Mission teachers should be qualified for "handling aright the Word of Truth."
18. (3) **For Medical Work.** In addition to the items in Articles

QUALIFICATIONS

14 and 15, those desiring appointment for medical work (both men and women) must be graduates of grade "A" medical schools, must furnish recommendations from medical professors and others as to their professional attainments, and must have at least one year of hospital work in an approved institution. Medical missionaries should take either The National Board or The State Licensing Board examinations before going to the field.

Nurses must be graduates of approved schools of nursing and should have some further experience in their profession. They should have a State License carrying the degree of R.N.

19. **(4) For Literary Work.** Rarely indeed is a man or woman appointed in the first instance for literary work. That work develops as a function of such missionaries, in all departments of the work, as show a special aptitude for it in the course of years, or such as are driven to it by the needs of the work and the lack of others freer or better equipped to render this important service. While a natural literary taste may inspire an early hope of a literary career, no young missionary should be discouraged by a failure to make an important contribution to literature in a foreign tongue during his first, or even his second, term of service.
20. **(5) For Industrial, Business and Other Work.** Other unordained persons applying for appointment are required to furnish similar testimonials as to character and Christian experience, and also testimonials bearing on their qualifications for the special form of foreign missionary work proposed.
21. **(6) For Missionary Wives.** The wives of all missionaries of every class are themselves missionaries, uniting fully with their husbands in missionary service. It is expected that they will learn the language, and so far as possible, in addition to maintaining a Christian home, take active part in the work of the Mission. The wives of all men seeking appointment, and women about to become the wives of missionaries, are expected to furnish the information outlined in Article 12.

In view of the serious embarrassment to the work on the

QUALIFICATIONS

field and the disappointment to supporters at home caused by the marriage of single women soon after their arrival on the field, those who form marriage engagements should very conscientiously consider the exigencies of the work to which they were appointed, before deciding the time for the marriage. Any missionary who plans to be married on the field and continue under Board appointment should not presume any financial obligation of the Board, but should take up the matter with the Board, prior to marriage, in ample time to supply the Board with the needed information (Articles 12-15) as to the prospective partner, since both partners must qualify or neither continue under appointment. Questions of citizenship and naturalization should be carefully investigated. Where women leave a Mission to marry, the general rules for withdrawal (Articles 41, 42) apply.

22. (7) **For Candidates on the field.** Except in the case of candidates whose papers were approved by the Board prior to their departure for the field and women missionaries of other evangelical churches who are to marry regularly appointed members of our own Missions, the Board prefers to make regular appointments for permanent missionary service from persons who are in the United States, in order that the Board may have the same free opportunity to form an independent judgment on the basis of its own investigation and conference that it has in dealing with the applications of other candidates. When a candidate is or has been on the foreign field the Board invariably requires the opinion of the Mission where the candidate is known; this opinion should not be influenced by the pressure of local and temporary need or of personal relations with one who is on the field. Therefore, save in rare and exceptional circumstances, any question of regular appointment of a person resident on the field as a member of a Mission should be deferred till the candidate has returned to America, when the Board will, if desired by the Mission, consider the question on its merits in the usual way. If there are questions regarding the term of service, furlough or salary

PREPARATIONS

adjustment, recommendations concerning such adjustments should be made by the Mission prior to appointment by the Board.

If unexpected death, resignation or ill-health of a missionary creates an emergency in important work for which some immediate provision should be made, and if, in the judgment of the Mission, a suitable person is available on the field, the Board will consider a request to provide, if available funds permit, a financial grant to enable the Mission to employ such person for temporary assistance for such period as may be necessary. This statement is not applicable to ordinary furlough absences. The Board appreciates the serious interruption of the work which they involve; but finds it quite impracticable to make special appropriations for furlough substitutes.

23. **(8) Missionaries From Other Churches.** Missionaries of other denominations who seek appointment by the Board shall present, with their applications, testimonials and letters of clearance from the Board of the denomination with which they have been connected.

D. Special Preparations

a. Special Study of Designated Field

24. New missionaries, immediately after their assignment, should begin a study of the history and the religious, social, educational and other conditions of the field to which they are appointed. Much attention is now given to this matter by certain training schools and seminaries in America, and by language schools in several mission lands.

b. Conference With Out-going Missionaries

25. A Conference with newly appointed missionaries is held annually in early June, and, unless specially excused, all new appointees are expected to attend it. This Conference may be between our Board and its missionaries alone, or held in

ASSIGNMENT

cooperation with other Boards. The Board regards this Conference as essential in order that new missionaries may be advised regarding policies and methods of missionary work, and in order also that personal relations of fellowship and mutual interest may be established between the Board and the missionaries. Detailed information will be sent by the Candidate Department on appointment. If a new missionary, with the approval of the Board, sails for the field prior to the June Conference, the Board, although without commitment, will consider providing for his or her attendance at the Conference during the first furlough. The Board pays necessary expenses for travel and entertainment of regularly appointed missionaries, but not the travel of special-term or furloughed missionaries, whom, however, the Board welcomes to the Conference and will provide their entertainment, when feasible.

c. Designation and Specialization

26. Designation of field is usually made at the time of appointment but is sometimes subsequent to it. Preference of a candidate for a particular field is always considered, but cannot invariably be determinative since the Board must give due consideration to a proper distribution of available reinforcements, to the relative needs of the various Missions, as revealed by the annual requisitions from the field, and to the adaptations of candidates to the places then calling for reinforcements. Candidates, however, will not be assigned to fields other than their choice without their consent. So far as practicable, care is taken to assign persons to the fields for which they seem to be best fitted, and where they will be likely to accomplish most in the service of Christ. Assignment is to a Mission, save in exceptional cases where a station or institution or other specific work is designated. But in all cases regular missionaries are under the control of the Mission of which they are members. (Article 59, seq.) In countries where several Presbyterian Missions are related through a

SPECIAL TERM

National Council, the Board's appointment may be to that Council, which will then make assignment to a particular Mission in view of the needs of all, if possible after consultation with the missionary on the field.

27. The highest degree of efficiency in service calls for a large measure of specialization in preparation. Therefore, except as emergencies necessitate temporary assignment to other work, a missionary may expect to be given the special work to which he has been appointed. Experience and observation on the field may later indicate a greater fitness for some other work, in which case a transfer will be arranged in consultation between the missionary and the Mission.

E. Special-Term Appointments

a. Nature and Number

28. While a missionary appointment usually contemplates service for life, and preference is given to such candidates as plan life service, yet applications are also considered from unmarried persons who, though desirous of serving the Master in the foreign field, have not yet decided to enlist for life. They may receive appointments for terms of three to five years, to work under the direction of a Mission or of an institution without becoming voting members of the Mission or studying the native language of the field, unless they wish to do the latter as an avocation. Not a few of such special-term missionaries have returned to the field under life appointment.

(1) It is the policy of the Board always to maintain the regular missionaries in a large majority, appointing special-term missionaries only in a due proportion to these.

(2) The Board cannot undertake to provide for the travel and support of married couples as special-term missionaries.

(3) Candidates for special-term teaching appointments should be persons of mature Christian character, preferably with experience as teachers, whose influence will be distinctly

JUNIOR MISSIONARIES

helpful in a missionary institution and likely to encourage the hope of their later availability for regular appointment.

(4) As the Board annually sets aside a limited fund for reenforcements, it is important that Missions shall place greatly desired special-term workers, to be sent at Board expense, high enough in their "force-lists" to bring them within the Mission's probable quota of all appointments in a given year.

(5) Transfer from the status of "special-term" to that of "regular" missionary requires the action of the Board in response to a formal request of a Mission. Such transfers, except in very special cases, are made after the return to America from the "special-term" service.

b. Salary and Travel

29. Except in the case of certain institutions which make their own rules, the Board's contract with special-term missionaries is usually for five years, the Board or institution paying necessary round-trip travel and the field salary of first term missionaries. If a contract is made for three years or less, special arrangements as to travel and salary may be made by the Board and/or the institution concerned.

Allowances—outfit, freight, furlough and pension, are provided only for missionaries under regular appointment.

The salary of a special-term worker, for the last year of service, shall cease at the normal date at which regular furloughs are taken, presumably the close of the academic year.

F. Junior Missionaries

The term "Junior Missionaries" especially designates those who are in their first term of regular field service.

a. Field Committee of Guidance

30. Each Mission should appoint a Committee of Guidance for

JUNIOR MISSIONARIES

Junior Missionaries, with representatives from different stations for consultation, and at least one physician where there are such in the Mission. Each Station's member(s) of this Mission Committee shall constitute a Station Committee of Guidance, which shall direct the studies and other activities of that Station's missionaries during their first term of service. Logically and usually, the Language Committee (Article 31) will be a sub-committee of this Committee, which should be in active service throughout the year, providing effective guidance for the new missionaries and their right induction into their work. All first-term missionaries are expected to seek such guidance and to be cordially responsive to it. The first term of service is definitely preparatory, as a large part of it must be spent in language study and in an experiential ascertaining of the individual's abilities and adaptations in relation to the work of a Mission among a previously strange people, in a new environment and in contact with unfamiliar cultural heritage and ideals. The functions of the Committee of Guidance are, therefore,

(1) To secure for each missionary, at the beginning of his active service, the frequent counsel of older missionaries of mature experience, regarding adaptation to climate, social customs, helpful reading, etc.;

(2) To assist and encourage the young missionary to find that life-task to which he is best fitted;

(3) To enable the Mission and the young missionary to reach a common conviction concerning plans for such post-graduate study as should be pursued during the first furlough in definite preparation for the future service, and to arrange for such study in consultation with the Board's Furlough Study Committee;

(4) To assist this Committee of Guidance in accomplishing these functions, the Board supplies all Mission Secretaries with blanks for field estimates of the work of each junior missionary, at the end of his term of service, which should also

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facilitate needed adjustments of the force from time to time. Opportunity is also given, before the end of the first term, for the new missionary to express to the Mission his own attitude toward the conditions of his past work and his desires for the future.

b. Language Committee

31. To further the purpose of guidance, each Mission is expected to appoint a permanent Language Committee, either separately or as a sub-committee of the Missionary Guidance Committee. To form this Committee the Mission should, of course, select those members who have themselves made the greatest linguistic attainments, if also apt to teach. It should be the duty of the Committee:

(1) To determine which language or dialect will best equip the new missionary for service at his assigned station;

(2) To prescribe courses of study for each missionary, either locally or at an available Language School;

(3) To take definite interest in the guidance of the studies of each new missionary;

(4) To conduct regular examinations of each new missionary, or insure their conducting by the School. (Article 35.)

c. Language Study

32. (1) Importance. Sufficient mastery of the language or dialect of the people among whom a missionary is to labor is an indispensable qualification for permanent missionary service; and as the Board provides time and money for such mastery, nothing should be allowed to interfere with the securing of a good working knowledge of the language. Exception to this rule should be made only by definite action of the Mission and Board, in rare cases where the missionary's special service can be rendered satisfactorily through the medium of English. Yet even in such cases, acquisition of the vernacular adds greatly to general efficiency and to the missionary's acceptability among the people whom he seeks

LANGUAGE STUDY

to influence. At least one government requires all teachers, including those on special term, to have some knowledge of the native language.

Unless a very unusual opportunity offers, under expert guidance, it is not wise to give much time to learning the foreign language in America, as the same amount of time will accomplish much more, and more correctly, on the field. A study of the general subject of Phonetics is, however, a good preparation for any field. After reaching the field, unless otherwise planned by the Mission for special reasons, inherent in the language or the special work, new missionaries should give their first year exclusively to the study of the language, and somewhat less than full time during the second and third years, the Mission's prescribed course (from three to five years) to be completed before the first furlough, though more perfect acquisition of the language will, of course, be continued through life. In regions where a restricted local dialect is used and the Mission wishes one or more members to acquire also the national language, the Board will make this possible.

33. (2) **Language Schools.** In recent years several Union Language Schools have been established in certain language areas, where modern phonetic and teaching principles have taken the place of the former unstable dependence upon the usually unscientific and untrained native teacher. These schools in many cases provide also various collateral studies, seminars, or lectures on the history, culture, customs, and religions of the land which they serve. Where such a School is available it is now usual for the new missionary to spend his first year at the School.
34. (3) **Language Teachers.** Personal teachers will be provided for the language study of all new missionaries after leaving the Language School (or from the beginning for those for whom a school is not available) for such time as the Language Committee may decide to be necessary, but not for more than five full years of actual language study before the end of the

FURLOUGH GUIDANCE

second term, unless by special authorization of the Board.

35. (4) **Examinations and Reports.** Through the faculties of the Language Schools, or through Mission Language Committees, each Mission will arrange for at least an annual examination of the progress in acquiring the language which has been made by each missionary and report of the same to the Board. A careful report on the degree of proficiency attained is expected from the Mission at the end of the first term of service. (Article 47.) This report will be considered an important factor in the Board's decision as to the return of a missionary to the field after his first furlough.

d. Length of First Term of Service

36. In order to carry out the chief purpose of the first furlough, which is that of completing the special preparation for a life service more clearly indicated by a period of active service, the Board has fixed five years as the duration of the first term of service, except in certain fields where special conditions have led to the fixing of a shorter period for the regular term.

e. Guidance During Furloughs

37. (1) **The Board's Committee.** The first furlough being considered a part of a missionary's preparation, and therefore to be devoted primarily to study, the Board maintains a Furlough Study Committee to advise regarding such studies. This Committee will also advise, as requested, with regard to studies considered desirable for subsequent furloughs. Because of the need to maintain high professional standards, and because of the high cost of professional study, doctors and nurses should be expected to undertake advanced studies on each furlough, and sufficient funds will be provided for these studies, which will be directed by the Furlough Study Committee. Each Mission Secretary is supplied with Information Blanks, both for the Mission and for the individual, to be

FURLOUGH GUIDANCE

prepared and sent to the Board's Furlough Study Committee some months before the furlough is due, in order that the courses and place of study may be as definite as possible on the arrival of the missionary in America. This Committee will also consider and present to the Board all requests for furlough study grants. (See also Article 191.)

(2) **Nature of Study.** The Board expects that bona fide graduate study will be undertaken along lines best calculated to complete the missionary's preparation for his future work on the field. Early consultation with the Mission through its Committee on Guidance should make plans in general clear before leaving the field.

(3) **Amount of Study.** Of the year assigned to the first furlough, at least two-thirds, or eight months, should be given to this regular study; otherwise the first term is lengthened, or the furlough shortened, according to the ordinary furlough regulations of the Mission concerned. (Article 185.) This rule holds whether a study grant is made by the Board or not. Regular study is optional during subsequent furloughs, but a limited amount is desirable for most missionaries.

(4) **Place of Study.** The place of study should be determined in consultation with the Board's Furlough Study Committee. For economy in travel the institution should preferably be near the missionary's home; yet highest efficiency is not to be unduly sacrificed for such saving. On request, the Board will pay travel expense for the first-term missionary from the field either to his home or to the place of study approved by the Board, whichever may be farther from his field. (Cf. Art. 191.)

(5) **Financial Aid.** Where necessary, and in order to cover additional expense of books and tuition, the Board, through its Furlough Study Committee, will consider a request for a grant toward the expense of tuition fees and necessary text books. This grant is not to exceed \$200. for the first furlough and \$150. for a later furlough.

38. (6) **Furlough Extension.** The furlough cannot be extended

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on account of study. If it is impossible to complete eight months of study during regular fall, winter and spring terms, a course in Summer School should be planned. In case a Master's or Doctor's degree is thought essential to efficiency, and cannot be attained during one furlough, every effort should be made, by the missionary and his Mission, to arrange the first two furloughs so as to provide for the necessary study within these furlough years. If in any instance the Board, on recommendation of the Mission, recognizes the higher degree as indispensable, an extension of furlough may be granted; but the Board does not continue the furlough salary and allowances for more than the normal furlough, and will divide its payment as in article 196. (Cf. Article 43.)

39. (7) **Promotional Work.** The first furlough being primarily designated for study, it cannot be expected that the first-term missionary shall devote a large amount of time or strength to promotional work in the Home Church, unless it be possible to use week-ends or vacations in this way without sacrifice of health or studies. Yet, both for the missionary and the work, it is desirable that he should come into close contact with the life of the Home Church and that that Church should become prayerfully interested in him and receive the inspiration of the young missionary's fresh vision. One or two months of the year should be reserved for a visit to supporters and for brief campaign work under the direction of the Board's Home Base Department. This Department furnishes a "Hand book for Speakers," which all missionaries arriving home on furlough should secure. It also provides a Manual for the guidance of the Foreign Mission Committees of Synods and Presbyteries in arranging for promotional work.

G. Withdrawals from Service

a. For health reasons

40. In case a missionary breaks down in health and is invalided home on certificate from two Mission physicians, (or others

WITHDRAWALS

acceptable to the Board where the Mission has none), the Board meets all necessary expense of the return journey without regard to the period spent on the field, future relations to Mission and Board to be determined in view of all the circumstances. (Article 181.)

b. For other reasons

41. If a missionary shall retire from relationship with the Board for any cause other than failure of health, before completing the normal term of service in his Mission, the total expense for outgoing and home coming travel (plus any outfit allowance for that term) will be pro-rated between the Board and the missionary; i.e. the Board will provide such proportion of the entire cost of the round-trip as the period of field service rendered in that term bears to the shortest regular term for that field, the missionary providing the remainder. No field treasurer may advance any part of the missionary's share of his expense unless specially authorized by the Board, and then only upon a signed promise of reimbursement to be made ordinarily within one year.

Missionaries removing by marriage from one Mission Board to another in the first year of their service, should return, or have returned on their account, the amount expended by the Board which sent them out, for outfit and travel. If the missionary has served the sending Board for two years, only two-thirds of outfit and travel need be refunded; if the service has been three years, but one-third need be refunded, and the missionary who has rendered four years of service will be regarded as having discharged all such obligations.

If a missionary, prior to completion of half the shortest regular term of service for his field, shall withdraw from the Board's service, he shall reimburse the Board for that proportion of the outgoing travel and outfit for that term corresponding to his uncompleted portion of the term.

42. The Board's grant for return travel from the field will be available only within a time limit to be set by the Board,

WITHDRAWALS

not exceeding six months from the date at which the resignation becomes effective.

In all cases of withdrawal, whatever the reason, the Mission and Board should be notified before home friends and supporters are informed. The Board will notify supporters and make any necessary financial adjustments with them.

Resignations should be offered to the Board, not to the Mission.

c. Withdrawal Allowance

43. A furlough "looks both ways"; i.e., it relates both to former field service and also to continued field service at the end of the furlough; it comes in the midst of field service and is granted only if return to the field after furlough is definitely planned by both missionary and Board. If such return to the field after furlough is not definitely anticipated, then the homeward journey and subsequent period are not on a furlough basis but on a withdrawal basis. For a missionary withdrawing from service, any travel allowance or withdrawal allowance for such period as may be equitable, but not to exceed four months after a full term of service, shall be determined by the Board in view of the circumstances, special consideration being given to ill-health resulting from missionary service.

As soon as a missionary has serious doubt as to his continuance in service as contemplated in his original appointment, the Board should be notified. In case of withdrawal from service, if allowances have already been paid by the Board beyond what the Board after considering all the circumstances votes as a withdrawal allowance, such overpayment is to be returned to the Board. In case this is not immediately possible, a promissory note shall be given the Board. If, after such a settlement, the missionary later finds it possible to return to the field, the discontinued allowances may be reinstated by the Board for an equitable period prior to such return.

RETURNS FROM FURLOUGH

d. Filling Vacancies

44. It has not been found practicable in experience to give vacancies caused by death or withdrawal precedence over the regular calls for reenforcements. Such emergencies are considered on the basis of their importance to the work in comparison with other personnel needs. The financial support relinquished by a deceased or resigned missionary is seldom available for a local successor, as donors often choose another object. Moreover, all missionary appointments for a given year must be financed from the definite sum set apart in Class III of the annual appropriations for the year in which the new missionaries go to the field. Missions should therefore place requests for the filling of vacancies at such point in their preferred force-lists as will indicate the Mission's judgment as to the need in relation to other requests.

e. Right of Recall

45. The Board reserves the right to recall missionaries or revoke their appointment. If requested in writing by the missionary concerned, the reasons for such action are to be of record and may be submitted to the General Assembly with the Minutes of the Board.

f. Mission Action as to Returns from Furlough

46. In advance of the first furlough of each missionary, his Mission, on recommendation of its Committee on Guidance, shall report to the Board its judgment as to the missionary's devotion, adaptability and efficiency as indicative of his availability for future service. Remediable deficiencies in training, cultivable abilities, and special tastes and talents for particular types of service should be reported. Any decided opinion in the Mission adverse to his return to the field should be made known to the missionary concerned in ample time before his departure and full opportunity given him for explanation and consultation. Such situations often indicate not the unfitness

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of a given person for missionary service in general, but for the particular kind of service in which he has been engaged, or for service in the special station or group to which he has been assigned. Every effort should therefore be made by the Committee on Guidance, or the Executive Committee of the Mission, to effect such a readjustment of the nature or place of service as shall save the missionary for the work. Sympathetic frankness in dealing with such situations has remedied many a misfit and prevented many a bitter disappointment.

If, however, a missionary's unfitness for any effective missionary service has become manifest, the Mission should recognize and meet its responsibility, however distasteful, and take action looking to the withdrawal of the missionary from the service, usually by the end of the first term of service. The object of such action by a Mission is the highest welfare of the work and it should be performed in the most conscientious as well as the most kindly way.

47. While a Mission is free to adopt its own plan of action, the Board suggests that the Mission's Executive Committee, having learned the general opinion of the Mission, and considered any expressed attitude of the National Church, should formally vote upon the return to the field of each first-term missionary soon to go on furlough. If the vote be unanimous either for or against such return, it may be considered conclusive and so reported to the Board. If unanimity be lacking, or if a Mission prefer to vote as a whole, the Executive Committee may communicate its judgment, with the reasons therefor, to the Mission, and call for a circular ballot from each voting member, or for a vote by ballot at Mission Meeting. Only missionaries in service for at least three years should vote on these questions, unless such limitation would reduce the eligible voters below a majority of the Mission.

Whatever method is used, the return of a missionary to the field would seem wise only if approximately two-thirds of the missionaries qualified to vote definitely express themselves in favor of such return; but a small adverse minority should not

RETURNS FROM FURLOUGH

suffice to terminate missionary service, though it should be used as the occasion for sympathetic consultation and advice. Requests for a new appointment or a re-appointment should also be supported by a two-thirds vote of the responsible body.

48. To facilitate the operations of the Executive Committee in this important and delicate matter, the Board has prepared blanks for the purpose of estimating the work of missionaries near the close of the first and second terms of service, looking toward future adjustments in mission work, the continued growth of the missionary's intellectual and spiritual power and effectiveness in work, the planning of furlough study and other activities, and the return of the missionary after furlough. As the final decision as to future service is to be made by the Board, the Executive Committee is expected to report the judgment of the voting members of the Mission in each case, and the definite recommendations by the responsible body, and then to preserve the blanks for a period of two years.

49. Many Missions also feel the need of some constructive method of dealing with manifestations of inefficiency or spiritual unfitness for service in field-terms later than the first, and have therefore established the practice of taking a formal vote on the return of every missionary previous to his going on furlough. This practice, corresponding to the annual action of the Board with regard to its executive officers, through its regular formality constitutes no reflection on the working force in general, yet makes easier and more natural all decisions as to continuance in service of any person whose usefulness in his present position seems to be at an end.

If a Mission does not report such a vote, as to older missionaries, the Board may assume that the Mission desires the return of such missionaries after furlough. The Board seldom feels justified in beginning any action from the home end, on the basis of personal letters of complaint or criticism from individual missionaries. Criticism and action in the Mission should be corporate and representative.

V. ORGANIZATION AND ADMINISTRATION

A. Constitution of the Mission

50. As defined by the General Assembly of 1922, "A Mission consists of all foreign missionaries under appointment by the Board within specified territorial limits." The Board recommends that a missionary shall have a right to vote in Mission matters only after two years of service in connection with the Mission and after he shall have passed the language examinations appointed for the first two years (Article 32), and shall have been assigned to definite work. A Mission may, however, give a vote in Station matters after one year. The married women missionaries are subject to the provisions of Article 32 of the Manual.

B. Powers of the Mission

51. The General Assembly further defines the powers of the the Mission: "The Mission has the general care and supervision of all work within its limits. In all field matters it has the right of initiative. The Board may also exercise the right of initiative in conference and agreement with the Mission. All questions of Mission policy and method, and of expenditure within the budget of the Board for the Mission, are subject to the decision of the Mission, but the right is reserved to the Board of supervisory action and authority where any problems involve relations with other Boards and denominations, or relations and interests wider than those of any particular field, and where fundamental questions of mission policy affecting other Missions or the relation of Missions and Governments are concerned.

"In the exercise of such supervisory authority, however, it is the policy of the Board not to engage in new union work within the territory of any Mission if such work is against

ORGANIZATION

the judgment of the Mission, unless directed to do so by the General Assembly.

“Among the matters recognized as distinctly within the functions and powers of the Missions are the following:

a. The assignment and supervision of the work of individual missionaries.

b. Liberty of transfer from one object to another of appropriations for the conduct of native work on the field.

c. Distribution of undesignated grants.

d. Determination of all regular and emergency furloughs in accordance with the regulations of the Board on Terms of Service and Furlough.

e. Organization of the Mission and determination of the powers and duties of its various committees.

f. Special rights delegated to (Field) Councils, as in China and India, (and Brazil).

g. Use in the work of funds earned by members of the Mission. (Cf. Article 161.)

h. Use in the work of money accruing from the rental of property on the field. (Cf. Articles 89 and 117.)

“All requests requiring the action of the Board should be accompanied by the action of the Mission upon them. Tours of exploration or any unusual work should be undertaken only with the advice of the Mission.

“The successful application of the principle of self-government on the field in harmony with the Board’s responsibility to the General Assembly for the whole Foreign Missionary enterprise of the Church requires the cordial co-operation of the Board and the Missions and the exercise in the highest degree of mutual patience and forbearance, so that the work may be promoted in heartiest agreement and unity. If, however, differences arise between the Board and a Mission which cannot be adjusted satisfactorily by conference, appeal may be made to the General Assembly. Mission minorities and individual missionaries also have the right of appeal in all matters of their concern. But the right of appeal should not

GENERAL POLICY

be resorted to except for grave reasons, and the controversial spirit should be guarded against as injurious to the work and contrary to the true spirit of Christ."

C. General Policy

a. Devotion to Objective

52. The Home Church and the field force should be steadily held to consideration of the whole task and the full objective set forth in Article 1 of this Manual.

Each Mission should hold all its workers in such contact with various forms of definitely evangelistic work as to keep them sensitive to its essential and primary place in the total enterprise, and should insure the relation of its entire program to this defined objective.

b. Development of Leadership

53. Special emphasis should be laid upon those forms of work which aim at the creating and maintaining of a more adequate national Christian leadership. Institutions and activities which develop such leadership should be encouraged and strengthened in each field in accord with its peculiar genius and in cooperation with the National Church.

c. Plans Strategic and Intensive

54. In plans of expansion, special consideration should be given to those lands or areas for which our own Church is wholly or chiefly responsible, those which are evidently strategic points for a world witness, and those in which emergency opportunities appear. Subject to manifest Providential evidence to the contrary, our existing widely extended work should be developed, rather than new work undertaken, with the expectation that from the established central points wide and constant itineration will be carried on.

SUPERVISION

D. Surveys

55. At intervals of five or six years, each Mission should make a thorough survey of all departments of its work, for the purpose of assuring itself and the Board that the resources of the Mission are being used to the best advantage. Any expense necessarily involved in such a survey should be included in advance in Class VI of the Mission Estimates.

E. Supervision

a. Field

56. The Board also expects each Mission to exercise such constant supervision of all departments of its work as will insure the progressive carrying out of the General Policy, and a regular expansion to meet new situations. Where Field Councils exist (Article 72), they will plan for the securing of the surveys throughout the wider area in which they function and will stimulate and assist the Mission's general supervision. Each Mission's Executive Committee (Article 65) is expected to serve as the Mission's active agent in supervision and survey. In both it is hoped that more will be done by personal visitation than by questionnaire. Cooperation with neighboring missions of our own or other Boards, where possible, in the making of surveys, is desirable.

b. Board

57. In response to urgent requests from the field as well as conscious of its own need, the Board plans that each Mission shall be visited by an executive officer of the Board at least once in seven years.

F. Station Organization and Powers

58. A Station is a place where missionaries reside, and from which their organized work extends throughout an adjacent

STATION AND MISSION

area, within limits prescribed by the Mission. The Station personnel consists of all missionaries of the Board located within these limits, and their families. The voting membership of the Station is determined by each Mission in conformity with Article 50. Each Station has control of the missionary work within its field, under the direction of the Mission and Field Council. A Station is established or discontinued only by action of the Board in consultation with the Mission. If possible, the force of every Station should include at least one experienced missionary.

G. Mission Organization

a. Essential Principles

59. The importance of a Mission's functions demands that its field organization be defined and coordinated and that its field administration be wise and efficient. The responsibility for securing these essentials rests upon the Mission itself and any existing Field Council and should be faithfully fulfilled. The best form of Mission organization embraces the following features:

(1) Participation by all who are qualified, either directly or by delegation.

(2) Departmentalization of the larger phases of Mission activity.

(3) An active, competent and representative Executive Committee (Article 65).

b. By-laws Defining Policy

60. Each Mission may adopt such by-laws and rules for the conduct of its business as seem wise and are consistent with the policy and program of the Board Manual. It will elect its own officers with the general powers of such officers.

Each Mission should have a clearly defined policy, with which all its members should be familiarized through a Mis-

SECRETARIES AND TREASURERS

sion Handbook, and through reports and conferences. The carrying out of the policy should be insured by regular supervision (see Art. 56).

c. Stated Meetings

61. Most of the Missions meet once a year for reports, transaction of business and conference. Certain Missions, chiefly large ones, hold delegated or biennial meetings, all business in the interim being transacted by a representative Mission Council, or Executive Committee. The sessions of the Mission are governed by the usual parliamentary rules of order, and regular minutes are kept, of which copies are sent to the Board and the Field Council soon after each meeting, indicating such actions as call for Board decisions. Specially important matters are reported in covering letters.

On matters involving requests for appropriations, the expenditure of funds, or the location or transfer of missionaries, a two-thirds affirmative vote of members present is required; in other cases a majority vote is adequate. The expense of travel to Mission meeting is met only for voting members and those in the first year of service, except in special cases.

d. Mission and Station Secretaries

62. Each Mission and each Station should choose a Secretary and report his name to the Board. The person should be changed as seldom as possible. It is the duty of these Secretaries to receive, handle appropriately, and file all official correspondence; to receive and distribute all forms for reports and inquiries, assuring their due return to the collecting source, and to prepare and forward all covering letters in explanation of official actions of Mission or Station; to circulate carefully among the missionaries the official letters from the Board, and to perform other functions assigned by Mission or Station.

The Mission may make the same person its Secretary and

EXECUTIVE COMMITTEE

Chairman or Secretary of the Executive Committee, but is under no constraint to do so.

e. Mission and Station Treasurers

63. Mission and Station Treasurers should be appointed in accordance with Articles 85 and 92. Their election is subject to confirmation by the Board.

f. Committees

64. Each Mission will appoint some or all of the following permanent Committees, and any other committees which it may find desirable:

Executive Committee (Articles 65-68)

Property Committee

Finance Committee

Auditing Committee

Committee on Guidance of New Missionaries (Article 30)

Language Committee (Article 31)

Departmental Committees: Evangelistic, Educational, Literature, Medical (Articles 69-71).

Where there is an Executive Committee efficiently functioning with a full-time Secretary, some of these Committees will prove unnecessary.

g. Executive Committee

65. **Representative and Responsible.** For the careful, sustained and well-balanced organization and administration of a complex and difficult work, each Mission should appoint a small but representative Executive Committee. This Committee shall serve as the Mission Ad Interim, between meetings of the Mission, and should therefore be representative of the main departments of the work, and in the smaller Missions also of the several Stations or geographical areas. While its actions may be subject to appeal to the Mission, it should yet be entrusted with adequate authority to maintain the Mis-

MEDICAL COMMITTEE

sion's policies, to coordinate its varied activities, to supervise the individual and collective carrying-out of its program and to initiate improved methods. It should achieve and implement that harmonious team-work which is indispensable to fullest success.

66. (2) **Executive Chairman.** The Mission should elect an Executive Chairman (or Secretary) for this Committee, who shall be released, in part at least, from other responsibilities to devote large attention to general supervisory and administrative duties in the Mission. In the larger Missions this should be a full-time office, filled by a person chosen by the Mission and confirmed by the Board. This executive officer should usually serve as the Mission's member of various Councils. He should conduct the official correspondence of the Mission and its Executive Committee with the Board.
67. (3) **Meetings.** The Executive Committee should meet several times during the year, so that as little as possible of important business shall be transacted by circular letter.
68. (4) **Reports.** The Executive Committee should report all actions promptly to the members of the Mission, provide for reconsideration of protests, and report final actions immediately to the Board.

h. Medical Committee

69. The composition of the Mission Medical Committee should be wholly or predominantly medical, in so far as the Mission personnel will permit. Mission Medical Committees have two functions and duties: (1) For the health of the missionary personnel. (2) For the medical work. In general these two functions represent the collective grouping of the already recognized work of individual medical missionaries.
70. (1) The health phase of the Medical Committee's work should be supervisory and advisory, with a view to educating, administering and legislating for positive health and disease prevention, both as to individual and group concerns (hygiene and sanitation).

MEDICAL COMMITTEE

The specific duties should include:

(a) Arranging for the required annual health examinations, in whatever way seems best; the keeping of health records; and the interchanges of various kinds with the Medical Department in New York. Most of this correspondence would presumably go through the Chairman of the Medical Committee. (Article 156.)

(b) Decisions and recommendations as to health furloughs would come under the general supervision of the Medical Committee (Article 157). The existing Board ruling as to health certificates would continue within the framework of the Medical Committee's functions.

(c) Recommendations of the Medical Committee on health furloughs would ordinarily be conclusive. Since the administrative group in every organization has the final responsibility and authority, and, since this group is represented in the Missions by the Executive Committee, the ultimate authority and responsibility for carrying out these medical recommendations rests with the Executive Committee of the Mission. It should be clear that if the Executive Committee for any reason modifies, postpones, or reverses the recommendations of the Medical Committee on health furloughs, the Medical Committee is obviously to that extent relieved of responsibility. (Article 181.)

(d) Medical Committees are authorized and directed, just as individual medical missionaries are (Article 8-d), to study health problems of the personnel and initiate measures for the betterment of the health conditions.

71. (2) The medical work phase of the Medical Committee's functions and duties should likewise, under the Mission and its Executive Committee, be coordinating and advisory, with a view to guiding Board policies, and securing technical efficiency. More specifically this would include:

(a) The whole, rounded, definite, Christian emphasis of the Medical work.

(b) Allocation of medical personnel.

FIELD COUNCILS

- (c) Continued training of personnel.
- (d) Administration, standards, and technical matters of hospitals.
- (e) Location and development of hospitals, including size, type, and equipment.
- (f) Opening of New Medical work, including advice on all new work which will involve allocation of medical personnel.
- (g) Correspondence with the Medical Department in New York on any of these matters, especially by the Chairman of the Committee.

H. Field Councils

a. Purpose

72. In the countries or regions where several Missions operate under similar conditions and with similar problems, the Board recommends the organization of a Field Council, to serve as a central administrative body, a clearing house and advisory board, and both to facilitate the solution of the problems common to the Missions and to preserve an equitable balance among them in matters of force and funds. The missionary or missionaries chosen by the Missions as Chairman and/or Secretaries of this Council and confirmed by the Board, should be released from responsible relation to a particular Mission to give themselves wholly to executive work, field supervision and counsel. They should be provided with adequate office and assistance.

b. Powers

73. It is the definite policy of the Board, in so far as compatible with its charter and its responsibility to General Assembly and to donors, to allow the greatest possible degree of self-government to the organized Missions. In any country where a Field Council has come into existence, the Board will still further delegate to such a Council all practicable routine and

REPORTS

field administration with such a degree of finality as to relieve the Board and its executive officers at the home base and to secure more prompt decisions on the field. Instead of definitely outlining the details of this delegated authority, since conditions differ on different fields, the Board will develop plans in consultation with each Council and its constituent Missions; but as general items, the Board will delegate the following powers:

(1) Distribution of undesignated funds in the field concerned.

(2) Use of such sums as the Board may place in the Council's hands for emergency matters.

(3) Employment on the field of temporary foreign workers within the limit of funds appropriated to Missions or Council.

(4) Coordination and administration in matters affecting more than one Mission.

(5) Initiative, both with reference to the Missions and to the Board, in suggesting policies and methods.

I. Reports

a. Station, Personal and Narrative

74. Each Station, at the close of the Mission year, shall prepare reports, both general and statistical, of the various departments of its work, and submit them to the Mission at the annual meeting, or in such other way as to receive attention from all members of the Mission. Each missionary also should submit to the Mission a brief personal report of the work and experience of the year. All these annual reports, after review by the Mission, should be promptly forwarded to the Secretary of the Board for that Mission, with the Mission's judgment thereon.

The Mission should also designate one of its members to prepare a general narrative survey of its entire work in its general aspects and setting for the calendar year (January to December), in such form that it can be used, with a mini-

CORRESPONDENCE

mum of editing, in the Board's printed annual report to the General Assembly and the Home Church. This narrative should be sent to the Board's secretary for the Mission immediately after the end of the year reported. Missions may close their statistical year at the most convenient time. Statistics should be reported on the blanks furnished by the Board.

All annual reports, estimates and statistics must reach the Board not later than February first.

b. Correspondence with the Board

75. (1) **Personal and Official.** Individual missionaries and the Secretaries of the Board should correspond fully, frequently and frankly, for mutual helpfulness.

Correspondence relating to different departments of the Board should be written on separate sheets with clear captions, though for postal economy it may be mailed under one cover.

76. (2) **Requests.** Correspondence of the Mission or its members, such as official minutes, estimates, requests for reinforcements and new property, furloughs, and all other matters requiring Board action, should be addressed to the Board Secretary specially responsible for the particular Mission. This will keep that Secretary's office in full and responsible touch with the field, and able to refer to other departments any matters requiring their attention.

77. (3) **The Board's Secretaries and Treasurers.** The Board's men Executive Secretaries conduct the official correspondence with the Field Councils and the Missions in a designated area, having special responsibility for men's work, including institutions for men and boys, and for personal correspondence with all the men missionaries.

The Board's women Executive Secretaries share in the official correspondence with the field and have special responsibility for women's work, including institutions for women and girls, and for personal correspondence with all the women missionaries.

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Correspondence with reference to travel, purchase and shipment of goods, adjustment of accounts and other personal financial matters, should be written on separate sheets and addressed to the Treasurer of the Board.

All requests for new missionaries, new property or work-funds must have the approval of the Mission, or its Executive Committee, and of any existing Field Council; otherwise the requests will be referred back to the field for proper endorsement.

c. Letters to Supporters

78. (1) **From Men.** Every man missionary supported by Churches, Sunday Schools or Societies is expected to write to his supporters at least twice a year, mailing either the original or a copy to the Board Secretary for his Mission, marked "Copy for the Board's Publicity Department."
79. (2) **From Women.** Every woman missionary is assigned for correspondence to a woman "District Foreign Correspondent," ordinarily in the geographical district in which she has her American home ties, to whom she is expected to send at least two letters each year, one of which, if desired, may be her annual personal report to the Mission. The District Foreign Correspondent will send these letters to the office of the Board, where they will be duplicated for each society or other supporter concerned.
80. (3) **Importance of Correspondence.** The Board's Departments of Publicity and of Specific Work depend very largely upon these letters from all missionaries for the information to be sent out through many channels. They are of inestimable value not only to the supporters of the writers and of station work, but also in the preparation of composite "Station Letters," leaflets, articles for "Women and Missions" or other periodicals, and many other forms of missionary cultivation in the Church at home.

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Therefore the Board constantly seeks to impress upon all missionaries the urgent necessity of the faithful regular sending of vitally interesting letters from the field, in order that supporters of missionaries or stations may be kept supplied with fresh information and inspiration, and that the Church at large may be kept in touch with the progress, the needs and the opportunities of the work. Incidents of human interest, sketches of missionary life and work, reports of spiritual awakening and transformation, contribute greatly to the value of these letters, without which the home interest is apt to wane and gifts to diminish.

81. (4) **Cautions.** These missionary letters should not deal with matters of Mission business, or make appeals for money for any particular objects which have not been specifically approved by both Mission and Board. All appeals should be for continued and increased support of the regular approved work which the Board, on behalf of the Missions, has, by a definite act of faith, underwritten in advance in the regular annual appropriations. The letters should be constructive and avoid fault-finding, criticism and divisive subjects. Except in writing directly to their own Board Secretaries, missionaries are urged to refrain from criticism of native peoples and national policies, as such comments may be given publicity and injure the cause. Fullest cooperation between the missionary and the Board's Home Base Department is most desirable.
82. (5) **Photographs.** Photographs portraying life and action, both of a general and especially of a missionary character, and portraits of outstanding Christian leaders, are earnestly desired from every Station and individual for a wide and increasingly important use by the Board's Visualization Department. They should be printed preferably on glossy paper and accompanied by fully interpretive captions, the name of the sender and the date of the picture. There should be no writing with ink on the reverse side.

PUBLISHING

J. Literary and Publishing Work

a. Literary Production

83. Literary work, such as the composition or translation of religious and educational books, pamphlets and tracts for use in the work, should be undertaken only after considerable experience on the field, and by the definite appointment or consent of the Mission. For missionaries appointed to such literary work, the Mission may, from its regular appropriations, provide needed writers or copyists.

b. Mission Printing Presses

84. No printing office or press shall be established without the sanction of the Mission and Board, and no such press shall be used for private work or missionary publications except as authorized by the Mission.

VI. FINANCE

The Board has no financial interests apart from those of the Home Church and the Missions. Its fiscal affairs are organized and administered and its regulations for the field are conceived and carried out for the sole purpose of securing the highest degree of coordination and efficiency in relation to the great aim of foreign Missions set forth in Article 1 of this Manual. To this end the most obvious necessity is for responsible Treasurers at Board headquarters and on each Mission field. The Board, as trustee for donors in the Home Church, expects these Treasurers, its Executive Secretaries, the Missions and the missionaries to observe strictly the carefully formulated regulations governing the use of funds, whether at home or abroad, bearing constantly in mind that these funds are the consecrated gifts of God's people for the carrying out of Christ's Great Commission.

A. Treasurers

a. Mission Treasurers

85. (1) **Duties.** Each Mission shall elect a Treasurer at its annual meeting, or when a vacancy occurs, the election to be reported to the Board and to be subject to its approval. The Mission Treasurer shall carefully preserve all deeds to Mission property (securing their completion where necessary), and other legal papers not transmitted to a General Treasurer or to the Board (where deemed desirable the Mission may assign this duty to Station Treasurers); keep in official books provided by the Board and permanently the property of the Board, clear and accurate accounts of all receipts and payments, secure vouchers for the latter, and preserve files of all official correspondence belonging to his department. His books must be open to the inspection of any member of the Mission at any reasonable time. This officer's functions are somewhat limited in scope where there is a General Treasurer, as in

TREASURERS

certain regions where several Missions have combined their fiscal operations.

He shall also examine and audit the travel accounts of arriving missionaries, calling attention to any irregularities.

86. (2) **Current Funds—how secured.** The Mission Treasurer is the agent of the Board for the distribution of the monies appropriated for his Mission, and is responsible to the Treasurer of the Board, directly or through a General Treasurer, for all funds forwarded to him. Mission Treasurers secure needed funds by selling drafts drawn on the Board's Treasurer in New York, upon forms sent to the Missions from New York. These drafts are to be signed by the duly appointed Mission Treasurer. They are to be sold only in such amounts as will be needed in the immediate future to finance the regular work and property and building operations. They are not to be sold in large amounts to be deposited in local banks and expended at some indefinite future time. Limited working balances only should be on hand, kept in a bank or other safe depository approved by the Mission.

Appropriations for current expenses and those for Class IV, and disbursements against them, are to be kept separate at every stage of the accounting; therefore, all drafts issued for Class IV needs should be clearly marked in the space at the left end of the draft, "Property Account," or "Class IV for Appropriation No....." for ready identification in the New York Office. Immediately on the sale of drafts, notice should be mailed to the Board Treasurer in New York, stating the amount, rate and use of the draft, since the Board Treasurer's book-entries are made from these notifications.

87. (3) **Building Funds.** Funds for building projects are not to be drawn unless the amount appropriated by the Board is sufficient to complete the building or, where the project is large, a usable unit of it. In making requisition for funds, the Station Treasurer should certify to the Mission Treasurer, on the basis of the Property Committee's action, that the Board's appropriation is thus sufficient, and that the amount

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requisitioned is for early use for the purpose of the appropriation.

88. (4) **Loans, Advances and Deposits.** No funds of the Board shall be loaned under any circumstances, nor shall liabilities be assumed on behalf of the Board without its actual consent. Travel funds are not to be advanced to missionaries traveling at their own expense. The Board may properly repudiate any unauthorized assumptions or obligations. Field treasurers shall not accept, from missionaries or others, funds for investment in any form of security, nor shall they advance Board funds for building or any other use before the official notices of appropriations are received, or advance funds to any individual, however urgent the appeal. No advance on salary beyond the current month is permissible. The principles of this article are to be strictly construed as withholding all authority for disbursements beyond the limit or purpose of appropriations, unless otherwise distinctly provided in this Manual, or in a specific Board action.
89. (5) **Field Revenues.** The Mission Treasurer is also the agent of the Board to enforce rules governing the use of revenue derived from tuition fees, medical fees, press earnings, premium on exchange, etc., such funds always being reported to him and by him to the Treasurer of the Board.
90. (6) **Reports.** The Treasurer of the Board requires quarterly reports of receipts and disbursements from the Mission treasurers, and a full, detailed statement must be rendered annually. The general control of Mission funds is entrusted to the Mission, but the funds must be used in accordance with the appropriations, and the expenditures may in no case exceed the appropriations without special authorization from the Board.

Institutions operating under Mission direction should make regular reports of their receipts and disbursements to the Mission Treasurer. Institutions whose management the Mission shares with other Missions are expected to furnish the Mission Treasurer with a copy of their annual financial report.

ESTIMATES

The balance sheets of all institutions should show not only their receipts and disbursements but also their assets and liabilities at the close of the fiscal year.

91. (7) **Trained Treasurers.** It is the policy of the Board to install trained men or women as Treasurers wherever necessary, for a Mission, a group of Missions, or a large institution, to centralize all business and accounts as far as that is feasible. The purpose is not only greater efficiency but also the freeing of those trained for other service from these technical responsibilities.

It is the policy of the Board to provide a treasurer's office on the field with such equipment as is required for efficiency, economy, and safety. When these items cannot be provided from the regular appropriations, they should be asked for in the estimates under Class IV.

b. Station Treasurers

92. Each Station should appoint annually a Station Treasurer, or the Mission may make the appointment if it prefers. The names should be reported to the Board except where the Board has arranged for the discharge of these duties by the Mission Treasurer. Station Treasurers are the financial agents of the Mission, with local powers and responsibilities similar to those of Mission Treasurers. They must submit regular reports to the Mission Treasurer, these reports to be accessible to members of the Station and to be duly audited by a Station Committee.

B. Estimates and Appropriations

a. Station and Mission

93. Each Station shall prepare a careful estimate of the probable necessary expense of its work for the year beginning on the first of April following the annual meeting. These estimates shall be submitted to the Mission or its Executive Committee

ESTIMATES

for detailed consideration and action, as the Board requires the Mission's judgment. The annual estimates should indicate, first, the total amount needed for the work of the ensuing year; second, what it is estimated will be raised on the field; and third, the amount required from the Board to supplement field receipts, which amount is not to exceed the grant for the year previous to it.

94. The Annual Estimates are made out on forms provided by the Board, and are divided into the following Classes:

- I. Missionaries on the Field
- II. Missionaries off the Field.
- III. New Missionaries
- IV. New Property
- V. Property in Use
- VI. Mission and Station Expenses
- VII. Evangelistic
- VIII. Educational
- IX. Medical
- X. Mission Press

Under Classes V-X, Column A is the total amount needed for the work of this year;

Column B is receipts on the field from native sources.

Column C is the amount needed from the Board to supplement Column B, and its total must not be in excess of the Board's appropriations for the previous year.

Column D is the amount desired for definite expansion.

A special leaflet, "Instructions for Estimates," is provided by the Board.

Any anticipated income from the renting of Board properties on the field should be included in the Mission estimates of receipts on the field. Any necessary expenditures for rent should be a first charge against such income.

ESTIMATES

b. For New Missionaries and New Property

95. In requesting the appointment of new missionaries or appropriations for new land or buildings the Mission should indicate the order of their importance, and accompany all such requests with a statement of the reasons therefor, even though previously set forth in correspondence.

All estimates for new property should be so comprehensive as to avoid later requests for the completion of the projects, including necessary initial equipment. Separate estimates should be entered for land, buildings and equipment. For residences, hospitals and dormitories, screening and any necessary heating plant should be included. Screening for rented residences should be included under Property in Use.

c. Form and Despatch of Estimates

96. The estimates, entered upon the blanks provided, should be forwarded to the Board Secretary for the Mission, for presentation with those of other Missions for action by the Board. Pending the report of such action, unless and until notified to the contrary, the Mission is authorized to proceed temporarily with necessary expenditures on the basis and at the rate of the regular appropriations for the previous year; but the Mission may not enter upon any increased expenditures without specific authorization from the Board.

d. Language Study

97. For the approved language study of missionaries, the required funds may be advanced from Class I of the regular appropriations. Missions and Field Councils are authorized to make needed transfers within the language study appropriations of any one fiscal year.

e. Native Self-support

98. Since the work on the Mission field should, as soon and as fully as possible, devolve upon the national Christians, all

FIELD RECEIPTS

the work should be so planned and conducted as to promote their full and cordial acceptance of their natural primary responsibility for its maintenance and growth. In preparing Estimates, the entire local Christian program should be surveyed in consultation with the national Christians, who should be encouraged and expected to undertake the largest possible financial and personal responsibility, as the privilege of a special proprietorship as well as the duty of a Christian stewardship. The Mission should not request the Church in America to furnish force and funds which the field is able to provide.

f. Field Receipts

99. Wherever work is partially supported by receipts on the field, these receipts should be carefully estimated and stated, together with the total cost of the work, the Board being asked only for the difference between the two. The Board cannot supplement its appropriations toward the end of the year because of the failure of the field receipts to fulfill expectations. The Mission, however, has the privilege of transfer from other unused appropriations in Classes VI to X up to the end of the fiscal year, except as noted in Article 101.
100. Care should be exercised in anticipating field receipts, and the Mission must assume full responsibility for any deficit. To avoid such deficits, the prospective field receipts should be somewhat underestimated, any surplus of receipts over estimates to be carried over into the following year. On the other hand, the accumulation of large surpluses should be avoided.
- From the Annual Reports of the Mission Treasurers the Board prepares annually a comparative statement showing in one column the amounts appearing in the Mission Estimates in Column B as likely to be raised on the field, and in a second column the amounts actually raised.
101. A Mission shall conduct its work within the total of field receipts plus Board appropriations in Classes V-X inclusive.

TRANSFERS

Items in Class V and Medical aid in Class VI are not transferable. A balance in a Mission's accounts for the year shall be carried forward into the new year, unless the Board, in view of the financial situation, has directed its return to the Board's Treasury. A balance in Classes VI-X, shall be used at the discretion of the Mission in its work, in addition to the appropriations for the new year, with the understanding (1) that previous Board approval be secured for any new property use or for any plan involving recurrent expenditure, and (2) that the Board shall be free to consider on its merits any large saving due to a stoppage of work. Any balance of an appropriation for new property or repairs should be reported to the Board and held subject to Board designation.

If, under specific Board authorization, part of the Board's appropriation is transferred by a Mission to the use and control of a National Church or other agency, this shall be clearly exhibited in the Estimates and used for comparison with the subsequent annual accounting on the expenditure of such transferred funds. (Article 120.)

102. Money raised from foreigners on the field, or received in direct gifts from America to missionaries, should not be included in Column B of the Station Estimates, the purpose of that Column being to show contributions and fees from native sources only. The Board and students of Missions look to that Column for information as to the progress made in self-support. The proper procedure in the case of direct gifts from America for the work is indicated in Article 105-7.

g. Liberty of Transfer

103. A Mission is at liberty within a given year to make necessary transfers within its annual appropriations from the Board. Transfers may be made, either temporarily or permanently, into but not out of Class V, Repairs, and Class VI, Medical care of missionaries, and appropriations for each of these may be used for the respective objects anywhere in the Mission.

Each Mission is responsible for keeping its annual expendi-

SPECIAL APPEALS

tures within its appropriations. Any overdrafts in Classes V-X will be charged against the appropriations for the ensuing year.

104. It is expected that a Mission will duly consider any association of particular projects or institutions with special donors in America, and not needlessly disturb such relations; but if a Mission consider the interests of the work seriously involved, the Board will support it in imposing upon such projects proportionate reductions of income, and will negotiate with donors any difficulties which may arise.

h. Special Appeals

105. (1) **Loyalty to Mission and Board.** Missionaries, in writing from the field or in speaking while on furlough, should stress primarily the imperative need to secure the regular annual appropriations guaranteed by the Board. Such property needs as have been specially approved by the Board in its Preferred Property List, or by special action, should receive only secondary emphasis. All property items not secured in any given year, should, if still considered necessary, be continued in their positions on the Mission's list until secured. If funds for other objects are proffered to missionaries without appeal, and cannot, after earnest effort by missionary and Board, be made available for the current budget, they may be accepted, subject to Mission and Board approval. (Article 134.)

In loyalty to the entire work, missionaries in seeking funds for property and equipment, should try to secure those items which stand highest in their Mission's or Field Council's list approved by the Board.

106. The Board desires that the annual Estimates from the Missions shall be so complete as to preclude applications from the field to churches, Sunday schools, societies or individuals for special gifts for current work outside of those estimates. Such applications inevitably involve unjust discriminations in favor of certain Missions and missionaries, subordinate the judgment

REPORTING

of the Mission to private opinion, and interfere with the regular income needed by the Board for all Missions. If unauthorized appeals are right for one, they are right for all, yet their general practice would disrupt, if not destroy, the purpose of the Church in establishing the Board.

107. (2) **Reporting Gifts.** All money not appropriated by the Board, but received for the work by missionaries direct from churches, societies or individuals, should be reported to the Board through the Mission Treasurers. If possible, such gifts should be applied to the regular budget of authorized expenditure for the year until this has been wholly covered. If this course will not satisfy the donors, all gifts going to the field should at least be reported to the Board through the Mission Treasurer, showing (a) all gifts passing through his hands for special purposes; (b) as far as possible, all gifts received and expended for the work by individuals, even though not passing through his hands. Official credit can be given only for gifts actually appropriated by the Board for approved objects. (Article 134.)

108. The Board determines annually the allocation in detail of the Board's total share in the Benevolence Budget of the Church at large. It urges upon the churches and all donors the primary obligation of meeting that portion of its budget which the Board has definitely assumed in its guaranteed appropriations to the Missions. All receipts for objects within the budget may be credited to the churches on their budget apportionments, but credit cannot be given, on church, presbyterial or synodical apportionments, by the Board or the General Council, for gifts for objects outside the budget allotted to the Foreign Board and not approved and included by the Board under that budget. All gifts within the budget, unless otherwise specified by donors, constitute parts of the total receipts of the Board.

i. Special Appropriations

109. After the estimates have been sent to the Board, additional

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requests cannot be entertained, except in extraordinary circumstances. If cases arise during the year insistently calling for extra appropriations, they should be submitted to the Mission or its Executive Committee, who will forward the request to the Board Secretary (through the field Council if such exists) with the Mission's recommendation.

j. Exchange

110. (1) **In general.** The Board's appropriations in Classes I to IV, are made in United States currency. Those in Classes V to X are made in the local currency of each Mission field, except in certain special cases where depreciation of this local currency or other cause renders necessary the keeping of the accounts in gold.
111. (2) **In relation to Salaries.** Mission Treasurers pay the salaries of missionaries and the allowances of children whose parents are residing on the field in local currency at a monthly or quarterly average rate of exchange fixed by the Treasurers and the Board. Ordinarily each missionary receives whatever his gold salary will produce in native currency. When, however, the rate of exchange fluctuates so widely in either direction as to make the salary, at current rates, in the judgment of the Board, out of proportion to the local needs, or more than equivalent in purchasing power to the salaries of other fields, the Board will make some adjustment, either in the amount of the gold salary or in the rate of exchange for local currency at which all or part of the salary and allowances are to be paid, the aim being to provide all missionaries, at all times and in all fields, as far as possible, with a comfortable and equal support while engaged in the one great enterprise.

After extensive study and deliberation, the Board has adopted the following plan of adjustment in case of such fluctuations:

When the exchange rate in a given country is within 10%

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of the normal rate, the salaries of missionaries, and the allowances of children whose parents are on the field, are paid in local currency at the normal rate of exchange.

When the variation in the exchange rate is more than 10% either way from the normal rate, the salary is to be paid at a median rate between the normal rate and the current rate that will give approximately the equivalent in purchasing power of the gold salary paid in normal times at the normal rate of exchange. In view of varying conditions, this median rate cannot equitably be the same for all Missions. It will therefore be determined by the Board after conference with each Mission, and may be modified as conditions change. All charges and all credits will be figured at the normal rate when the variation is less than 10% and at the agreed median rate when the variation is more than 10%. When the current rate of exchange is more than 10% below normal, in any Mission field, the proportion of salary charged in gold in the United States shall not exceed 25%, except in the case of allowances paid to children in America.

C. Property

a. General Rules

112. (1) **Need of Board and Mission Sanction.** No property is to be purchased or sold, and no building is to be erected for the Board, without its sanction. None of its property is to be mortgaged or assigned for any debt. All property given or purchased for its use shall be at once transferred to it, or be held in trust for it by a properly executed document. All building operations must have the approval and supervision of the Mission Property Committee and are not to be started until funds are in hand to complete a useable unit. (Art. 118.)

Gifts on the field or from sources outside of the Board's Treasury for the erection of buildings on the property of the Board, or for enlargement or improvement of buildings already

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in use, or for acquisition of new property, shall be reported to the Board, and before these gifts are expended full plans of the improvements contemplated shall be submitted to the Board for its approval, and the work shall be executed under supervision of the Mission Property Committee.

113. (2) **Personal Purchases.** If missionaries spend money of their own in the purchase of land, enlargement or erection of buildings for missionary purposes, they must understand that they have no claim upon the Board for special reimbursement. Missionaries, of course, will not in any way involve the Board in property or financial obligations without its consent. If they do they must be held personally responsible for these obligations.
114. (3) **Recording of Titles.** Title deeds of all properties shall be duly recorded in the way required by the government within whose territory the Mission is located.
115. (4) **Reporting to the Board.** All Stations should forward promptly to the Board's Treasurer, upon the blanks furnished for such purpose, all details of new property acquired, or buildings erected, so that the Board's files may be kept up to date. Photographs and plans of these buildings and diagrams of the land should be sent to the Board with the property blanks.
116. (5) **Architects.** The services of competent architects should be secured for all buildings of a value of \$1,000 or more. Fees for architects' plans and supervision should be included in the original estimates. When an architect's services cannot be secured, the Board should be so notified and Board approval be secured for detailed plans presented to it. Upon completion of a building, report should be made by the Mission Property Committee to the Mission and the Board as to how satisfactory the architect, plans, construction, etc., have been.

b. Sale or Rent of Property

117. Property not in use and unlikely to be needed for missionary

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purposes, should be sold or exchanged as soon as this can be done advantageously. Sales are to be authorized by the Mission and its Property Committee on terms approved by them and confirmed by the Board. The proceeds of such sales should be credited to the Board and reported at once, and the proceeds credited to New York by the Mission Treasurer. The Board will not grant permission to use the proceeds of sales until these credits have actually been sent to the Board. Where property unused by the Mission cannot be sold or exchanged, it should be rented as advantageously as possible and the proceeds and their use, under Article 51-h, reported to the Treasurers of the Mission and the Board. The character of the tenant and the proposed use of the property should be carefully considered. (See Articles 51-h, 89 and 93.)

When rental of Board property on the field is foreseen at the time of making the annual estimates, it shall be included in Column B as receipts on the field, and be so identified. If the income is not foreseen, it shall be applied as receipts on the field toward the appropriations in Column C, preferably for necessary rentals and be so reported to the Board Treasurer. In recommending the use of rental income, a Mission shall give preference to any necessary repairs on Board property.

c. Property Committee

118. Each Mission shall appoint a Property Committee, without whose approval and that of the Mission or its Executive Committee no building plans shall be adopted nor land purchased. This Committee shall exercise or arrange for general supervision of the erection of all buildings. It shall also be responsible for keeping the expenditures within the funds available. Copies of all plans approved by this Committee shall be forwarded, as soon as approved by the Mission, to the Board Secretary. When approved by the Board, they will be permanently filed by the Board Treasurer. If thought

wise by the Mission, the Executive Committee may include in its duties the functions of a Property Committee.

d. Repairs on Property

119. Each Mission shall make adequate provision for repairs on properties, so as to keep all buildings in satisfactory condition. Appropriations for repairs shall be non-transferable, and if unused are to be retained in the Class V repairs account of the Mission or Station.

Requests for all repairs under \$500 on buildings should be made in Column C of the general estimates, and no major repairs, enlargements or alterations involving expense shall be made without the concurrence of the Mission or the Property Committee, and, if amounting to more than \$500, the sanction of the Board, unless such sanction be implied in the appropriation already made.

e. Exchange on Property Appropriations

120. In case of great depreciations of local currency, producing unexpected savings in exchange on appropriations for property, the Board's policy is as follows:—While the lowered rate of exchange is partly offset by increased cost of commodities, and while the proper construction of buildings may require a somewhat larger expenditure than was contemplated when the field presented its property requests to the Board, yet a very low price of silver will create substantial savings on property projects. The Board directs the Mission, and the field Council, to determine, in view of all circumstances, the amount which should be expended for a given project, and with the net savings in exchange to report to the Board, together with recommendations regarding the use of the balances, as to which the consent of donors must be sought wherever necessary. (Article 101.)

f. Insurance

121. Save for certain buildings for which the Board approves

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special insurance, the Board carries its own insurance on Mission properties in a Fire and Marine Insurance Fund in New York, for which all practicable annual provision is made. Replacements will ordinarily be appealed for within a Mission's quota in the Board's Property List. Requests for such replacements of destroyed property will be sympathetically considered by the Board, but a Mission should express its calm judgment as to the relative importance of such replacement, in comparison with other property needs which may really be more pressing. The Board will determine whether any or all replacement funds should come from the Fire and Marine Insurance Fund, or be secured by special appeal.

g. Relation of Property to Churches in the Mission Field

122. **(1) Board Ownership.** It is strongly to be desired that the National Churches should provide their own churches and other buildings on land acquired and owned by those Churches. Where native contributions form a part of the purchase price of property held by the Board, the equities of all interested parties should be clearly understood and established in writing. When funds from native sources consist of the earnings of hospitals or schools, or of government grants, it should be clearly recognized that the title to the property is in the Board, and that, unless specified in the gift and agreed to by the Board, no condition or lien shall limit the Board's right to use the property or to dispose of it and use the proceeds according to its trust.
123. **(2) Board and Church Equities.** (a) All property provided by the Board is held by it in trust for the Presbyterian Church in the U. S. A. for its use in its foreign missionary undertakings, except when the funds employed have come from native gifts on the field, in which case the Board considers itself trustee for the Church or the people on that field. The expenditure of money from America in a given field does

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not create a binding presumption that it is a permanent donation to that field. (b) The Board must judge, with regard to each piece or class of property, as to the possibility and advisability of its transfer to the Church or other field organization, and as to such terms of transfer as would best fulfill the purpose of the donors and the trust responsibility of the Board. While safeguarding any local equities, such transfers should be preferably to the higher Church courts. (c) Where property has been provided, in whole or in part, by the Church in the field, but the title is held by the Board, such property, or Church equity in the property, will be regarded as a trust, to be turned over to the Church when desired and practicable. If the property should be sold, the proceeds of the Church's equity, as affected or not affected by changes in property values, will be turned over to the Church for its work. (d) Where property has been provided with funds from America, the Board will regard it as a trust for its whole missionary enterprise and not necessarily for the Church in the country of its original application. The Board will determine, in consultation with the Missions and the donors, where advisable, whether the property or the proceeds of its sale should most wisely be reinvested in the work of the Mission concerned, made available for the related National Church, or transferred to a more needy field.

h. Property Lists and Appeals

124. (1) **Factors in the Board's Annual List.** The Board is accustomed to issue, in the early fall, a complete Preferred Property List of approved objects for appeal, for the information of the Missions and of potential donors in the homeland. Missions and Councils should submit their lists of requests for new property in time to reach the Board prior to August 15th of each year.

The Board's Property List takes into consideration the following factors:

PROPERTY LISTS

(a) *A Total Property Allotment for the Year.* The Foreign Board is assigned a certain fixed share in the total Benevolence Budget annually approved by the General Assembly as its estimate of what may be reasonably asked from the Church for all the Boards during that year. The Board is authorized to make appeals for gifts only within the limits of its share in this Budget. As this appeal must include the administrative and promotional expenses of the Board, the support of missionaries, Mission and Station expenses, and maintenance of the field work, (the total of which is more than 80% of the whole budget), the amount for which the Board can appeal and give credit under the other item of approved property needs, is definitely limited.

(b) *Allotment to Each Country.* The allotment to each Mission or country is determined by the Board as equitably as possible in the light of all known circumstances.

125. (2) **Councils' and Missions' Lists.** Items are selected from the lists of needs submitted by Missions and Councils according to the following preferential order: First. **Unmet balances** on property items still needed by the Missions and approved by the Board, for which approximately one half has been secured. Missions and Councils should also include in their property requests all other unmet balances needed, whether the sums still required have been pledged or not. Second. **Necessary repairs** on an existing property requiring more than \$500; i. e., any emergency repairs which if neglected would lead to serious deterioration of the property. Such emergency repair items should be clearly designated and not grouped with alterations, improvements, additions or equipment. Each Mission should provide from its regular appropriations for such repairs as are needed to keep all buildings in good condition. Repair appropriations are non-transferable and are retained in the Mission or Station repair account until used. In case immediate provision cannot be made for needed repairs, the Mission should make such repairs a first claim upon any general increases granted by the

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Board. Third. **Immediately needed Residences** for missionaries on the field or under appointment. The Board regards the conservation of the health and efficiency of its missionaries and their families by suitable housing as vitally important, and instructs the Missions to place any actually needed residences high in their property lists. Previous explicit Board approval is required for any other use of a residence. Fourth. **Replacements of property** destroyed by fire, flood or storm may be of such importance as to be listed in this class. (Article 121.) Fifth. **All other property items** will be arranged by the Board in the order of importance suggested by the official lists from the Missions.

126. (3) **Emergency Items.** If, during the year, after the Mission's Property List has been despatched, unforeseen emergencies should arise, they should be officially presented to the Board, which will give them due consideration. As any emergency items approved must displace items of equal amount in the Board's approved list, it is necessary that the Mission or Council select the items which are to be thus displaced, otherwise the Board must use its discretion.
127. (4) **Cooperative Enterprises.** As the Board should know clearly a Mission's judgment as to the relative urgency of our Presbyterian responsibility for denominational and union enterprises, all requests for property for both should be included in the same Mission list, whose order shall indicate their relative importance.
128. (5) **Practicable Appeals.** The annual property list of each Mission and Council should be prepared on a conservative and practicable basis, realizing the limitations of the Board's own appeals (Art. 124-a, b) and the futility of large expectations. A very limited list of pressing necessities should be officially adopted by the Mission and presented to the Board for approval, other secondary needs being reported only by way of information, and not published or distributed. All of a Mission's property requests lapse upon the issuance of a later Mission list unless renewed in that later list.

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129. **(6) Identification of Property Items.** In the Board's Official Property List each item must also be designated by a Permanent Identification Number, for use in subsequent annual lists and in the records of the Mission, Council and Board. Detailed instructions have been sent to each Mission. The permanent official property file is kept in the office of the Board's Treasurer, and it is essential that it should contain photographs of all Board properties, blue prints if available, or, if not, floor-plan sketches of all buildings. Plans of new buildings are to be sent in advance, and photographs should be sent promptly on completion. Photographs sent to Board Secretaries, or to the Publicity or Specific Work Department, unless accompanied by specific instructions to turn them over to the Treasurer, will not meet the needs of the official file in the Treasurer's Office.
130. **(7) Completion of Projects.** Where sums have already been appropriated or otherwise secured toward a property item, the Missions should state in their Property Lists, (a) The total amount requested by the Mission, including any imperatively needed increase over the original estimate; (b) The total amount already in hand for the item, from the Board and other sources; (c) The net amount still required for the completion of the project. It is for this net amount that the Board will approve appeal.
131. **(8) Descriptions.** In order to facilitate intelligent and effective solicitation among potential donors, it is essential that an adequate description of each property item accompany the requests from the Missions.
132. **(9) Furlough Solicitation.** If a Mission desires permission for furloughed missionaries to appeal for specific property items, the Mission must place these items sufficiently high in its preferred list of that year to insure their inclusion in the Board's authorized Property List for all the Missions.
133. **(10) Loyalty to Lists.** Unauthorized appeals by missionaries for property items (e. g., those standing low in the Mission's list, or outside of it) frequently result in the diversion

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of funds obtainable for objects higher in the list and included in the Board's authorized list, thus causing embarrassment at home and trouble on the field. If prospective donors consult the Board about such requests, the Board, in deference to the Mission's judgment, must advise the making of the gift for one of the objects deemed more important by the Mission, approved by the Board, and included within the benevolence budget for the year. A missionary is sometimes disappointed by a donor's acceptance of this advice. If it is not accepted, the Board must either appropriate the gift against the Mission's and its own judgment, and correspondingly reduce the Mission's property quota, or send the funds, without credit to the donor, by Board Money Order to the soliciting missionary, or refuse the gift. The result often is that the Mission receives a thing of minor importance while a major need was automatically forced off the approved list and remains unmet. A missionary who makes such appeal nullifies the just principle of democratic administration which vests power and discretion in the Mission. (Article 105.)

134. **(11) Extra-budget Gifts.** In view of Synodical or Presbyterian apportionments in the Home Church's new Budget System, churches usually ask credit from the Board for all gifts of their members to our Church's foreign mission work whether the objects aided are within the Board's approved budget or not. Many donors regard a missionary's appeal as insuring credit for the donor on the local church's apportionment of the Benevolence Budget. But credit cannot be given, on church, presbyterial or synodical apportionments, by the Board or the General Assembly's General Council, for gifts outside of the Benevolence Budget. (Articles 105-107.)

135. **(12) Avoiding Diversions.** In soliciting funds for property great care should be taken not to divert money from the support of missionaries or station work. It is to these latter and primary needs that the gifts of churches are usually applied and for which they receive credit on their Foreign Missions quota of the Benevolence Budget. Gifts for property

PURCHASE ORDERS

should ordinarily be secured from individuals, and be wholly in addition to their customary contributions to the current work of the Board.

136. (13) **Reporting.** That the Board may always be accurately and adequately informed as to all property holdings, and that the best provision may be made for the Missions' property needs, the Board directs:

(a) That annually, on January 1st, each Station Treasurer send to the Board's Treasurer, on blanks provided for the purpose, a report on each piece of property acquired during the past fiscal year. These Station Reports should be sent to New York through the Mission Treasurer so that the Mission Treasurer can bring the Station Reports and his own property reports into agreement. Both the Station and Mission Reports should carry the number of the appropriation as affixed when sent out from the Treasurer's office, the official property number, and the generally accepted name of the building, so as to insure easy identification of the property concerned.

(b) That each Mission Treasurer, in his quarterly report to the Board, state all disbursements made against special appropriations for property, since the Board must be able to advise donors throughout the year as to the use of their gifts.

(c) That each Station report also, on the blanks furnished by the Board's Department for Specific Work, detailed information as to various stages of construction.

D. Miscellaneous

a. Purchase Orders

137. The Treasurer of the Board serves the Missions by making purchases for the missionaries or the institutions of the Mission, usually with a considerable saving. All expenses, including freight, will be charged against the personal account of the missionary or the account of the institution. Care

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should be used to indicate when a given order is for an institution. In either case, an order form should be used which will bind the individual or institution to payment for the goods ordered, which form should be countersigned by the field treasurer. These purchase privileges are not to be extended to those who are not directly associated with the Missions.

b. Certificates of Credit

138. Mission Treasurers, for actual value deposited with them, are authorized to issue to missionaries Board Certificates of Credit, which shall constitute orders for the payment, by the Treasurer of the Board, of sums from missionaries to persons or firms in America.

c. Money Orders

139. The Board's Treasurer will receive and transmit to the field funds for the private use of missionaries. This will be done by means of Board Money Orders, drawn on the Treasurer of the Mission and payable by him to the party named in the order, and at the current rate of exchange at which the Mission Treasurer is selling his drafts. These money orders are not negotiable.

d. Auditing Committee

140. The books, balance sheet and annual report of each Mission Treasurer are to be audited by a committee of not less than two persons appointed by the Mission or its Executive Committee. This Committee shall audit the Treasurer's accounts as soon as possible after April 1st in each year. The Auditing Committee is expected not only to examine the voucher for each payment and the footings of the columns, but also to report whether the disbursements have been made in accordance with the authorizations of the Board and of the Mission. The audit should also include examination of cash on

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hand and certification that it actually tallies with the report to the Board. Certifications as to the bank balances March 31st should be secured from the banks and forwarded to the New York Treasurer.

The Auditing Committee should review all records of the Treasurer so as to be able to certify that all his work is being done according to the instructions outlined in this Manual, and that all transactions affecting the Board's credit are reported to it.

The report of the Auditing Committee should be presented to the Mission or Executive Committee, incorporated in the Mission minutes, and forwarded to the Treasurer of the Board.

A Mission is free, within its own resources, to engage a professional auditor, if desired.

VII. SALARIES, ALLOWANCES AND FURLLOUGHS

A. Salaries

a. In General

141. Missionary salaries vary according to the differing expense of living in the several Mission lands. They are determined by the Board after full consultation with the Missions, and are intended to provide a reasonably comfortable living, fairly comparable with that of the religious worker in America. In addition to the annual salary, a place of residence is provided or rent paid for such a place by the Board. In making assignments of their members, Missions should insure that living quarters adequate for health and efficiency are available. The Board endeavors to meet emergency residential needs in response to official Mission action. Allowances are made to children of missionaries, as noted in Article 144. The salary of an unmarried missionary is approximately one-half the salary of a man and wife of the same Mission. A missionary working on the field while his wife, with Mission and Board approval, temporarily resides in the homeland, receives half the salary of a married missionary and his wife half the furlough salary of a married missionary. In case of the death of a missionary, or his child, the salary or allowance is continued for one month from the date of death.
142. The field salary, as a rule, begins on the arrival of the missionary at his Station, or at the Language School, and ceases when he leaves his Station to return to America, or terminates his connection with the Board. No salary is paid during the period of travel to and from the field. In case a missionary is left a widower or widow with children and finds it desirable to keep house with them, the salary is especially arranged by the Board in view of the circumstances as reported by the missionary and his Mission. The support

CHILDREN'S ALLOWANCES

of a missionary wife married on the field begins at the date determined at the time of her appointment, usually the date of her marriage. For marriages during furlough see Article 178. For general furlough salaries see Article 192.

In view of the unequal distances of the various fields from the ports, the Board will regard the regular port of entry for any Station, rather than the Station itself, as the place for dating arrivals on the field and departures from it. The length of a furlough is not thereby changed, nor is the date for the beginning or ending of salary affected.

b. Graded Salaries

143. In most fields missionary salaries are uniform, regardless of length of service. A few Missions, however, consider that the cost of living is greater in the later periods of service, or in certain Stations of the Mission, and the Board has met their preference for graded salaries. For this and all purposes the Board computes the length of a missionary's service as his actual total period as a regular missionary under support of this Board. Unless by specific Board action at the time of appointment, previous service under other organizations is not reckoned as service under the Presbyterian Board. The length of service of a married couple is determined by that of the husband.

c. Children—Their Allowances, Travel, Etc.

144. (1) **Allowances.** The Board makes certain provisions toward the increased cost of the children of missionary parents by an allowance of \$200 per year for each child under ten years of age, \$300 for the next six years, and \$420 for the following five years, the final increase being only for those in school or college. No allowances will be paid after eighteen years of age if the child has become self-supporting, has married, or has left school for other than health reasons. All allowances cease at the end of the 21st year, or one month

after a child's death at an earlier age. They are usually suspended during furlough extensions. (Articles 38, 196.) The allowances are computed in full months from the first day of the month in which the birth occurs, increases to begin from corresponding dates. Allowances for children taken to the field by new missionaries begin with the departure from home on the outward journey. All children's allowances terminate when the missionary leaves the service of the Board, save that, in cooperation with the Pension Board, the allowances of children whose father has died in active service are continued as though the father were continuing in service. The Board cannot provide allowances or travel for adopted children, nor advance travel funds for them as a loan. (For regulations as to children of honorably retired missionaries, see Article 205. For Pension Board provision, see Article 202.)

145. (2) **Travel.** For missionary children receiving Board allowances, the Board defrays the expense of necessary journeys to and from America up to a total of five one-way trips. These trips must be taken under one of the following conditions: (a) The child may accompany his parent(s) on an approved regular furlough; or, (b) with special Mission and Board approval, he may accompany a parent on health emergency furlough; or, (c) he may be sent home on his own regular health certificate; or, (d) he may make the trip with friends or alone for purposes of study; or, (e) he may make his final trip after not less than two school years on the field. The Board, however, does not engage to meet the expense of any return of children to the field after the age of sixteen, unless they are under appointment of the Board as missionaries, save that, if the expense of the outgoing journey is met by the parents, the Board will provide for the final journey to America after two years or more and before the 21st birthday. For a child under one year of age, whose first trip is from the United States to the field, the Board will pay the normal travel expense for the trip, without allowance for baggage or freight, and will not count it as one of the

OUTFITS

five trips. This will make possible for such a child the normal two round trips from the field and the final trip to America.

From fields where the full term of service is but five years or less, the Board will consider requests for six or seven trips, if required in order that the children may accompany their parents on the more frequent furloughs.

146. (3) **Homes in America.** Certain homes for the children of missionaries whose parents are on the field have been provided in the United States through the generosity of Christian friends. Inquiries should be addressed to the Home Base Department of the Board.

B. Missionary Outfits

a. General

147. An outfit allowance is granted to each new missionary needing it, to assist in the purchase of home furnishings and necessary equipment for service. The grant is \$250 to an unmarried missionary and \$500 to a man and wife. For the West Africa Mission the Board, through its regular appropriations to the Mission, expends half of the allowance for the purchase and maintenance of the heavy furniture of the Mission houses, which becomes the property of the Mission, the other half of the outfit allowance being placed at the disposal of the missionary.

Since many necessary articles can now be obtained to equal or better advantage on the field, and since the new missionary is better able to determine his real needs after reaching the field, experience advises limited purchases before sailing and the retention of half, or more, of the outfit allowance until after reaching the field. The allowance may be drawn upon at any time before the second March 31st of the first term of service, or even later by special Board permission. The Board furnishes suggestive outfit lists for each Mission and recommends correspondence with furloughed missionaries of that field.

MEDICAL PROVISION

b. Medical Outfit

148. A medical missionary going to an established hospital may receive not to exceed \$50 for a personal medical equipment. One going to a station without hospital will be given an additional allowance not to exceed \$300 for any needed professional outfit, if approved by the field's Board Secretary and the Medical Secretary. In case of withdrawal from the Board's service, all such outfits should be turned over to the Station Treasurer to be reported for the Board's instructions.

In case of removal of a medical missionary from one Station to another, the professional outfit should be left for the successor unless the medical work is to be closed, or there is no outfit at the Station to which removal takes place. In cases of uncertainty the Mission will decide.

C. Medical Provision

a. Allowances

149. (1) **On the field.** For missionaries and their minor children on the field, necessary medical and surgical expenses (including prescribed medicines) and one-half of dental expenses, when incurred under approved regulations, are met within a Mission's or Council's regular appropriations. Each Mission should include in Class VI of its Estimates a definite amount to cover the ordinary annual need, thus making the appropriation untransferable and constituting it a continuing medical fund of the Mission.
150. Hospitals under the Board, when caring for the missionaries of the Board, are expected to make their charges as nearly as possible on a cost basis, including medicines, supplies, food, accommodations, service and overhead, except the salaries of the foreign staff.
151. In union institutions, it may be permissible to make a charge for professional time and transportation to see patients, as nearly as possible on a cost basis, the scale of charges to

MEDICAL REGULATIONS

be decided by the Mission, or its Executive Committee, after recommendations from the Mission Medical Committee.

152. A special-term missionary, with the approval of the Mission, may be granted medical but not dental care, provided the Mission's medical appropriation is adequate. No medical expenditure is to be incurred for affiliated missionaries except with specific Board authorization.
153. (2) **On furlough.** Health bills of missionaries on furlough are shared by the Board as follows: (a) The first \$50 per family of authorized expenditures for medical, surgical, or obstetrical treatment, and the first \$25 for single missionaries, is assumed by the family, or individual, respectively. Thereafter the Board assumes four-fifths of authorized expenditures, and the family or individual, one-fifth. Authorization must be in advance by the Medical Secretary, if any Board help is desired, though emergencies, for which advance authorization cannot be secured, will be considered on their merits. (b) One half of authorized dental bills will be assumed by the Board. (c) Examination and immunization charges are subject to the authorization of the Medical Secretary, and are distinct from the above two categories. (d) Charges for sanitarium stay shall be on the treatment basis (see (1) above), whether largely for examination or for treatment. In sending statements of medical expenses to the Board, the dates of the various items involved should be given and the name of the member of the family for whom the charge was made. Bills for such expenditures should be made out to the missionary concerned and not to the Board, paid by the missionary and a refund secured through the Medical Secretary. (e) Necessary medical expenses incurred while traveling to or from furlough will be taken up individually by the Board, and, if approved, treated as emergencies of the furlough.

b. Medical Regulations

154. (1) **Health Officers.** At Stations where medical mission-

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aries are laboring under commission from the Board, they are the appointed physicians of the missionary families connected with the Board, to render service to them without charge; therefore the Board does not engage to be responsible for expense incurred in seeking medical aid elsewhere. Medical missionaries are the health and sanitary officers in their respective stations and have the right of initiative in raising questions of individual or group hygiene or of general sanitation. They are explicitly authorized and instructed by the Board to study these matters in the Mission and stations. The Medical Secretary of the Board is expected to cooperate actively in programs of preventive and educative medicine for the personnel on the field.

155. **The missionary nurse**, save in exceptional cases and when especially requested by the doctor in charge, is not expected to undertake general nursing duties in the family of a missionary, since such duties might interfere seriously with her major responsibility with the hospital.
156. (2) **Annual Physical Examinations.** In Missions having physicians under appointment of the Board, the Mission's Medical Committee shall arrange for an annual physical examination of each missionary, details to be arranged by the Mission. In Missions having no medical missionaries, effort should be made to arrange for such annual examinations by other competent physicians. (Article 70-a.)
157. When missionaries return home from the field, either at their regular furlough periods or at other times, on medical advice, the Mission Secretary is instructed to secure from the doctor in charge a full professional statement for the guidance of the Board's Medical Secretary. (Article 70-b.)
158. (3) **Requirements as to Inoculations and Precautions.** (a) Vaccination for smallpox at least once in four years for all ages. (b) Immunization for typhoid-paratyphoid every two years between the ages of three and sixty, unless the person has had the disease within ten years. (c) Children should have

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the diphtheria immunization if in a region where the disease occurs.

Furloughed missionaries with children should consult the Medical Secretary of the Board regarding preventive inoculations for diphtheria and scarlet fever.

159. Plans for new residences must include adequate screening, unless in the judgment of the Medical Committee it is not a necessary health measure, or for some reason is, in their judgment, absolutely impracticable.

160. (4) **Furlough Examinations.** Missionaries arriving home on furlough shall have a thorough medical examination, and a sufficient portion of their furlough is to be spent in rest and recuperation to insure their return to the field in the best physical condition.

Before return to the field after furlough, missionaries are expected to take another physical examination, which must be completed and reported to the Board's Medical Secretary for clearance before the return trip, as the Board's Treasurer is not authorized to advance final travel funds before receiving this clearance. The Medical Secretary supplies the blanks two months in advance of the expected sailing.

D. Remuneration for Outside Work

161. The missionary under salary from the Board is expected to devote his whole time and strength to the work of Foreign Missions under the general direction of the Mission and in accordance with the provisions of the Manual. If, with the express sanction of the Mission and the Board, he shall undertake work not under the care of the Board, any money paid for such work shall be turned into the treasury of the Mission and credited to the Board, unless Mission and Board explicitly approve another course. Where the regular work is a source of revenue, such as medical fees, tuition, etc., the income shall be similarly credited to the Board. This provision is not intended to apply to personal gifts or occasional

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honoraria, but to remunerative outside work which affects the work which has been or might be assigned by the Mission to the missionary. (See Article 51-g.)

Experience has so amply demonstrated the perils attending the missionary's engaging in any form of buying and selling for gain, or loaning money at high interest, that the Board cannot approve of the diversion of time and thought from the life work to such secular occupations and ventures. They have often involved a missionary in a serious way, or have injured his reputation and the Mission's among the nationals.

E. Travel to and from the Field

a. Expense of the Journey

162. (1) **Direct Route.** The travel of missionaries, from the point of view of the Board, is for the purpose of securing safe and reasonably comfortable journeys between their homes and their fields of labor. Incidental sight-seeing and visiting are desirable, but should be considered a personal charge. Therefore, the Board pays the expense of the journey from the home of the missionary to his Station, or vice versa, by a direct route, under conditions detailed in Articles 163, 164. If a missionary wishes to deviate from this route and there be no valid reason to the contrary, he shall receive a sum equal to the expense of the direct journey as estimated by the Board. This estimated allowance is based upon the customary route and is not intended to include items of emergency beyond those incident to delays from disarranged service. It must be accounted for in detail. (Articles 163, 164.)
163. (2) **Indirect Route.** In case of deviation from the direct route, or of delay, the additional expense of which is assumed by the missionary, the time thus consumed will be taken into consideration in fixing the date at which home allowance shall begin and end. The extra time spent in such travel shall be

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regarded as a part of the furlough and not an addition to it, and plans should be made to reach the field promptly on or before the expiration of the furlough plus the normal periods of travel. Tardy arrivals have frequently resulted from failure to arrange complete travel schedules, or from inability to foresee ill-health and other emergencies more common on indirect routes. Where missionaries use means of their own, they are free to travel by more expensive classes or routes; but the Board cannot sanction travel by inferior classes and the application of savings thus made to extra travel. The Board pays only such excess baggage or freight charges as would have been required if traveling by the direct route. (Article 192.)

164. (3) **Accommodations.** The Board desires that all missionaries should travel in reasonable comfort and in ways consistent with their position and service. In view of greatly improved steamer accommodations, missionaries crossing the Pacific are now booked in the second or special class, and, where practicable, on the less expensive boats; and those crossing the Atlantic, in the cabin or the tourist class. Other travel is arranged on an equivalent basis. Travelers via Mediterranean and Suez, as heretofore, travel second class.
165. (4) **Travel Accounts.** All missionaries render detailed travel accounts, through the Field Treasurer at the end of outward journeys, and directly to the Board's Treasurer at the end of homeward journeys. The accounts of those traveling by indirect routes should cover the expense of the entire journey from home to field station or vice versa, and should be fully itemized. The Board will then grant an allowance equivalent to the cost of travel by the direct route in the same class.
166. The emergency drafts are given only for emergencies arising on account of travel, and if not required for such emergencies are to be returned intact to the Board or Mission Treasurer. The emergency drafts are not to be used for personal expenditures or for extra travel at personal expense. These are to be paid for by personal funds provided in advance.

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b. Travel Allowance

167. (1) **Instead of Salary.** Salaries are not paid during the normal period of travel to and from the field since the Board is then paying all expenses of living and travel. Children's allowances, however, continue unaffected. In order to cover such incidental travel expenses as laundry, pressing, barber, medicines, shore-trips, general contributions, gratuities, personal telegrams, etc., the Board grants, during travel, a personal allowance to each missionary of \$2.00 per day.
168. (2) **Tickets and Clergy Certificates.** Except in a very few cases, the Treasurer's office in New York arranges for all outgoing steamship tickets. But due to a ruling regarding clergy fares, the missionary must secure his own railway transportation after procuring a Clergy Certificate through the Treasurer's office. All missionaries under appointment or on furlough, men, their wives and single women, who are not receiving remuneration from other than religious sources, are entitled to clergy fare permits, securing one-third to one-half reduction on the regular cost of railway travel. These permits should be obtained before making any journeys at Board expense. Missionaries planning furlough should apply to the Mission Treasurer several months in advance for application blanks, so that the Clergy Certificates may be secured in America and returned to the field, or to the American port of entry, before the railway journey in the U. S. A. begins. They are good only within a given calendar year. Round-trip tickets are sometimes available at greatly reduced rates.

c. Baggage and Freight Allowances

169. (1) **Freight.** For new missionaries the Board pays the expense of packing, freight and customs duties to the field (duties are not to exceed \$50 per person), for necessary articles for personal and household use, within the limits of the regular freight and baggage allowance. The freight allow-

BAGGAGE AND FREIGHT

ance is two measured tons (forty cubic feet to the ton) for a single missionary, and four tons for a married couple. The freight allowance for West Africa (Article 147) is one-half of these amounts. Any freight sent beyond these amounts is at the personal expense of the missionary. Requisitions for funds required for shipments not passing through New York, yet to be paid for by the Board, may be made by letter to the Board's Treasurer in New York.

170. (2) **Baggage.** Missionaries are allowed a maximum of 350 lbs. of baggage, carried at the expense of the Board from the missionary's home to his destination or vice versa. Many steamship lines allow this amount per passenger, while others allow only 20 cubic feet, or about 175 lbs. The American railways ordinarily allow only 150 lbs., but from most of them a special allowance of 350 lbs. can be secured on presentation of through railway and trans-Pacific steamship tickets. If clergy certificates both Eastern and Western are presented, through tickets to the Pacific Coast will be issued in the East, distinctly marked with a 350 lb. baggage allowance. In foreign countries, the free baggage allowance is usually less than 350 lbs., and wherever that is the case the Board will pay necessary excess charges up to that weight. Half the above allowances are made for each child.
171. (3) **Packing.** The freight of outgoing missionaries if needed on arrival should be shipped several months in advance of sailing. Since ocean freight is charged for by measure, not by weight, all goods should be packed as compactly as possible, in stout cases or crates, bound with iron straps. Trunks shipped as freight must be boxed or crated. The length of the journey and the risks from handling, heat and dampness should be considered in packing.
172. (4) **Shipping Papers.** Boxes should be numbered serially and the contents of each and their values carefully listed. Where possible old goods should be listed separately from new, as many countries charge no duty on old goods. The careful statement of the value of each item is necessary for

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customs purposes and as basis for insurance claims in case of injury or loss. The Board cannot assume responsibility for shipping when detailed lists of contents with values are not furnished. These lists of contents and any local shipping papers should be sent to the Board's Shipping Department, or to a shipping company suggested by the Board. The name of the country of destination should be stated in writing to the Shippers, but should not be marked on the freight itself.

When there are forwarding charges to be paid by the Board on goods shipped in other ways than through the Board's Shipping Department, prompt report of the number of pieces and total value should be made to the Board's Treasurer.

173. (5) **Insurance.** All goods shipped through the Board are insured against loss at sea or by theft. Any such losses should be reported at once to the Board, specifying the goods received as well as those lost. Whether sending goods through the Board or other shipping agency, detailed lists of values should be furnished the Board's Shipping Department.

d. Passports

174. All outgoing missionaries require passports and one or more visés. Some weeks previous to sailing up-to-date information should be requested of the Board's Treasurer, since regulations are changed very frequently.

F. Furloughs

a. Purpose

175. The appointment of regular missionaries contemplates service for life. Stated furloughs are intended to further that purpose. Rest and change of environment tend to preserve or restore health and energy, the presence of missionaries in the churches at home stimulates interest in mission work, and an opportunity for intellectual and spiritual refreshment is afforded. Long experience has indicated that furloughs, for the missionaries' sake, should vary in frequency according to

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the climatic conditions on the various fields and the degree of isolation in which the missionary works.

b. Time

176. Exigencies of the work may render necessary a lengthening of some terms of service, and exigencies of health may shorten others, but as a general rule missionaries will take regular furloughs at stated times. The determination of furlough dates, in accordance with Manual provisions and with conditions on the field, rests with the Mission, which should, therefore consider the prospective needs of the work well in advance, so as to avoid any request to the Board for exceptional shortening of terms of service because of a conflict of the furlough dates of several persons in the same line of work.

In planning furloughs the Missions shall insure that each departure from the field shall be at a suitable time after the completion of the term of service, and that the return after furlough shall also be at a suitable season of the year. If possible, the absence from the field should be so timed as to include at least one hot season, without shortening the term of service or lengthening the furlough.

c. Arrangements

177. (1) **Estimates.** The necessary expense for travel, freight and furlough salary, except in the case of an emergency health furlough, must be included in the annual Mission Estimates for the years in which the furlough occurs. Unless stated otherwise at the time, the Board meets regular travel expenses both ways for approved furloughs. The time required for travel each way by a direct route is in addition to the period of the furlough. For indirect travel see Article 163.
178. (2) **Adjustments.** In cases where the period of service of a missionary and that of his wife have been unequal on account of certified health reasons, the date of the next furlough shall be the expiration of the full term of service of the one longer

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on the field. Where such a situation exists for other reasons definitely approved by Mission and Board, the same adjustment may be made. But where the reasons for the absence of one of the couple are of a personal nature, or not deemed adequate by Mission and Board, the furlough date shall be fixed by an averaging of the two periods of service, any consequent extension of service for the one longer on the field, however, not to exceed two years, unless this limitation would reduce the other's term of service to less than three years. Where the regular term of service is less than four years, the extension should not exceed one year. In the case of marriages on the field, the term of service will be similarly averaged, previous missionary service during that term, of the husband or wife, under any Christian missionary Board, being counted in the reckoning.

When a man missionary marries during furlough, the furlough salary of a married man shall be paid from the date of marriage, provided that both persons are under regular appointment by the Board and that the period during which the allowance is paid at that rate does not exceed one-half of the furlough period to which the missionary is entitled under Manual rules.

179. (3) **Brevity of First Term.** The furlough after the first term of service is regarded as a special opportunity for the missionary to complete his preparation for his life work in the light of the first term's experience and of the Mission's judgment as to the nature of that work. For this reason the first term is made short and a full year's furlough granted, the major part of which is to be devoted to advanced study under the direction of the Mission and the Board. If the first furlough is not to be so devoted, the first term shall not be made short, and the furlough shall be of the length prescribed for other furloughs. (Cf. Art. 36.)
180. (4) **Classes of Furloughs.** (a) *Regular Furlough.* A furlough taken after the completion of the full term of field service designated for a given Mission, whether that term be the

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shorter first term or the longer subsequent term. For this furlough full financial provision is made by the Board. (See Article 177.)

181. (b) *Health Furlough*. A furlough taken previous to the completion of the normal term of service of a given Mission on the basis of a medical certificate. If a critical condition of health, certified by two or more physicians, does not admit of the delay involved in asking the Board's approval of a furlough, the Mission's approval or that of its Executive Committee is sufficient. Such approval, with a medical certificate, shall be sent promptly to the Board. The Board furnishes blanks for these certificates and bases upon them and the Mission action the settlement of the missionary's travel account if provision for the journey has not been included in the annual appropriations. The certificate must be signed by the Board's medical missionary at the station, where there is one. Where a consultation of the Mission's physicians is practicable, only on the recommendation of such consultation, after consideration of all other measures, should missionaries be sent home for ill health. (Article 70-c.) For the expense of a health furlough, full provision is made by the Board. (Article 177.) A new term of service begins with the return to the field, except as provided for separated couples in Article 178.
182. Likewise, when the serious illness of a child makes necessary its return to the United States, if the child must be accompanied by one or both parents, prior approval of the Mission should be obtained, and of the Board also if time permit.
183. (c) *Special Furlough*. A short furlough taken, by reason of field exigencies or personal emergencies, by express action of the Mission, approved by the Board. (For details see Article 185.) For such a furlough the following provision is made:
- First, As continuity of service is very important, such a furlough should be very exceptional, requested only in view of an imperative need, and not subject to extension with financial allowances.

LEAVE OF ABSENCE

Second, It should be so timed, if possible, as to include one hot season, and for this purpose it may be antedated by not more than three months so as to begin at the opening of the hot season previous to the date at which such furlough would otherwise be taken.

Third, A new term of service will begin with the return to the field after a special furlough.

Fourth, Unless otherwise specified for a given field, if the special furlough shortens the previous term of service by one year or less, the duration of the furlough shall be seven months, in addition to the period of direct round-trip travel. If the furlough shortens the service by from one to two years, its duration shall be five months, plus the travel.

Fifth, In either case, the Board will provide the regular round-trip expenses and the usual furlough salary with rent and study allowances, when required.

Sixth, It is to be the definite understanding that these special furloughs are not to be taken as a matter of course, or of personal convenience, but only for weighty reasons which Mission and Board regard as real exigencies.

184. (d) *Leave of Absence.* In case a missionary, for personal or family reasons, requires a special leave of absence from the field, previous to the time at which a Special Furlough becomes possible, the Board, on Mission recommendation, may grant it on the following terms:

First, Salary and all other allowances except those for children, shall cease during the period of field absence (less the regular field vacation period if that be included in the time of absence.)

Second, All expense for travel shall be borne by the missionary.

Third, A new regular term of service shall begin upon the return to the field, or, if the missionary prefers, his next regular furlough may be shortened by the period of absence (less the field vacation period, as above).

185. (5) **Term of Service and Furlough.** As arranged in con-

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sultation with the Missions and in view of climatic and other conditions, service and furlough are related as follows:

(a) *South Brazil, Chile, Persia, Syria, Japan, Chosen, North China, Shantung, Central China and Kiangan.*

First term of service, 5 years with a 12 months' study furlough;

Subsequent terms, 7 years with a 12 months' furlough;

Special furlough, after 6 years a 7 months' furlough;

after 5 years a 5 months' furlough.

In the China, Chosen, Japan, Persia and Syria Missions, when the full term of service expires before October 1st, missionaries may leave on furlough about the previous July 1st, returning so as to reach the port of entry about September 1st of the following year. If the term of service expires after October 1st, missionaries should leave the field at such time after that date as the Mission may approve, having in mind their return to the field at a suitable season, at the expiration of the normal furlough.

(b) *Hunan and South China.*

First term, 5 years with a 12 months' study furlough;

Subsequent terms, 6 years with a 12 months' furlough;

Special furlough, after 5 years a 7 months' furlough; after 4 years a 5 months' furlough.

(c) *Central Brazil, Guatemala and Venezuela.*

First term, 4 years with a 12 months' study furlough;

Subsequent terms, 6 years with a 12 months' furlough;

Special furlough, after 5 years a 7 months' furlough; after 4 years a 5 months' furlough.

(d) *Hainan and Philippines.*

First term, 5 years with a 12 months' study furlough;

Subsequent terms, 5 years with a 12 months' furlough;

Special furlough, after 4 years a 6 months' furlough.

(e) *Yunnan* (special climatic and travel reasons).

First term, 4 years and 6 months with a 12 months' study furlough;

Subsequent terms, 5 years and 6 months with a 13 months'

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furlough (leaving field in June and starting return about Sept. 10th).

Special furlough, after 4 years and 6 months, a 7 months' furlough.

(f) *Siam.*

All terms, 4 years and 9 months with a 12 months' furlough.

In the Philippines, Hainan, and Siam Missions, missionaries who arrived on the field for the opening of the schools in June may leave the field on furlough when the schools close at the end of the March preceding the end of the full term of service, returning for the opening of the schools in June of the following year.

(g) *Punjab and North India Missions.*

First term, 5 years, 7 months with a 15 months' study furlough;

Subsequent terms, 7 years, 7 months, (single women, 6 years, 7 months) with a 15 months' furlough, if it includes two hot seasons off the field, leaving not earlier than May 1st and reaching the field on return not later than September 30th, or 6 years with a 12 months' furlough, leaving and returning in the fall or winter.

Special furlough after 5 years, a 7 months' furlough.

(h) *Western India Mission.*

First term, 5 years and 6 months with a 14 months' study furlough;

Subsequent terms, 6 years with a 12 months' furlough;

Special furlough, 5 years with a 7 months' furlough; 4 years with a 5 months' furlough.

(i) *Mexico—mainland.*

First term, 5 years with a 12 months' study furlough;

Subsequent terms, 7 years with a 12 months' furlough;

Special furlough, after 6 years, a 7 months' furlough; after 5 years, a 5 months' furlough.

Peninsula.

First term, 3 years with a 12 months' study furlough;

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Subsequent terms, 3 years with a 6 months' furlough.

(j) *Colombia—Bogota, Medellin and Bucaramanga.*

First term, 4 years with a 12 months' study furlough;

Subsequent terms, 5 years with a 10 months' furlough;

Special furlough, after 4 years, a 6 months' furlough.

Barranquilla and Cartagena.

First term, 3 years with a 12 months' study furlough;

Subsequent terms, 4 years with a 10 months' furlough;

Special furlough, after 3 years, a 6 months' furlough.

(k) *West Africa.*

First term, 6 months in France and 3 years in Africa with a 12 months' study furlough;

Subsequent terms, 3 years with a 9 months' furlough.

186. (6) **Travel on Furlough.** (a) *Early Arrangements.* Arrangements for the home journey should be made through the Mission Treasurer on the most economical basis consistent with reasonable comfort. He will furnish copies of the Board's detailed Travel Manual. He will also, as far as possible, provide tickets and instructions for the journey, being more familiar with routes, rates and discounts. Engagements for continuance of the journey from points where it is broken, (as Hongkong, Shanghai, Japan ports, England, etc.) should, if possible, be previously made by mail or telegraph or, if not possible, then immediately on arrival there.

187. It has become quite common for missionaries landing in America to secure a new or used automobile and drive themselves and their families to their American home, retaining the car for use during furlough, then possibly returning in the same way to the coast. Some have purchased, or have been given, cars after reaching home, driven them to the coast and shipped them to the field. When either plan is pursued the Board's allowance for the journey will be the actual cost of the trip plus a depreciation allowance of 5% of the cost of the car for each 1,000 miles of the direct journey. When the motor trip is by an indirect route, its "actual cost" shall be determined by the ratio between the mileage of a direct

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route and that of the route traveled. This cost is in no case to exceed that of the journey by rail.

To save themselves and the Board from possible serious responsibility, missionaries thus traveling by automobile must secure adequate liability insurance before undertaking the journey or the Board disclaims all connection with it.

There is great saving in taking used cars to the field, rather than new ones, as they are usually subject to lower customs charges, or none. Shipping motor cars to the field is at the missionary's expense.

188. (b) *Clearance Sheet.* Missionaries returning home must bring a regular clearance sheet, showing any balance in their personal accounts with the Field Treasurer, the date to which salary and children's allowances have been paid, the amount advanced for travel and any advance made on furlough salary. This should be sent to the Board Treasurer as soon as possible after arrival in America, together with the travel account from the station to the furlough home.

The Board Treasurer depends upon the travel account and clearance sheet to establish the date when furlough salary begins, and the total amount due the missionary; and the missionary's failure to receive promptly the first month's furlough salary is usually due to the fact that the Treasurer's office has not the data necessary to compute the amount due the missionary.

189. (c) *Baggage and Freight.* The baggage allowances for furloughed missionaries, coming or going, are the same as for new missionaries (Article 170), but the freight allowance, without customs duties, is one measured ton (40 cubic feet) for each adult and one-half ton for each child. This allowance is granted only for goods actually shipped by the direct route.

190. (d) *Furlough Residence.* It is considered desirable that furloughs be spent in the United States for the sake of the

FURLOUGH RESIDENCE

missionary's influence in the Home Church. A missionary who, for special reasons, wishes to spend part or all of his furlough in another country should arrange previously with the Board as to the length of such stay and the date at which remittances of home allowance should begin.

For missionaries whose homes, or furlough domiciles, are not in America, the Board will pay the cost of the journey to an amount not to exceed the expense of a journey between the Station and New York City.

The place at which the missionary spends the greater part of the furlough shall be reckoned as the "furlough home," to and from which the Board pays travel. It should be clearly stated when rendering the travel account. Journeys for visits to relatives and friends must be regarded as personal matters.

(e) *Visits to supporters* are arranged either personally or through the Board's Home Base Department, and should be made, if possible, en route to or from the field and without expense to the Board. It is hoped that the supporting constituency will meet any extra expense incident to such visits.

191. (f) *Place of Study.* For a missionary on first furlough, who must spend the major part of the furlough in study, the Board will pay the expense of travel from the field to the more distant place, whether his home or the approved place of study. If the latter be the more distant, it should be as near the missionary's home as is consistent with an adequate opportunity for study. Plans should be made well in advance in consultation with the Mission and the Board through its Furlough Study Committee (Article 37). This Committee has been appointed to supervise such studies, and wishes to give the utmost help to all, and especially to the first furlough missionaries. If special courses in particular institutions are deemed very essential, arrangements involving unusual expense should be made only with the advice and authorization of the Board.

FURLOUGH SALARY

e. Furlough Salary

192. (1) **General.** The furlough salary (commonly known as the home allowance) of missionaries on furlough, is now at the rate of \$2,100 per annum for married people, \$1,200 for the single, except as affected by emergency reductions. Missionaries may, if they desire, draw one month's furlough salary in advance from the Mission Treasurer prior to leaving the field, or from the Board Treasurer on arriving in the United States.

The furlough salary begins when the payment of traveling expenses from the field ceases and ends when the payment of traveling expenses to the field begins. Whenever the alternative offered in Article 163 is accepted, the home allowance shall begin at the time when the missionary would have reached his home in this country by a direct route, and the same principle shall be applied when the journey is toward the field.

193. (2) **Widows or Widowers.** The furlough salary of widows or widowers with children is presumptively that of unmarried missionaries, plus the children's allowances. The Board may supplement these amounts where necessary.

194. (3) **Duration.** The furlough salary is limited to the regular term of furlough, except by special action of the Board upon a competent physician's certificate as to need for a longer stay at home, or upon other unusual considerations (Cf. 196). The furlough salary may be discontinued prior to expiration of the normal furlough if the prospect of return to the field shall become doubtful (Article 41). Children's allowances are continued without interruption during travel.

195. (4) **Rent Allowance.** A rent allowance of two-thirds of the total rent actually paid (exclusive of light, heat, water, etc.) but not to exceed \$25.00 per month, will be granted to furloughed missionary families which may need such assistance, and a similar allowance not to exceed \$12.50 per month to single missionaries who must rent living quarters. No

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rent allowance can be granted for part of a family on furlough while other members of the family are occupying a residence provided by the Board on the field. The rent allowance is limited to the duration of the regular furlough, unless extended by special Board action for health reasons. Applications for rent grants are to be made upon blanks furnished by the Board upon request.

f. Furlough Extension

196. Every effort should be made, by early forethought and later planning, to avoid extensions of the normal furlough period. (Article 38.) On recommendation of the Medical Secretary, for health reasons, the furlough may be extended by the Board without interruption of the furlough salary and allowances; but any extension for personal or family reasons should be asked only in case of real necessity, and should be personally provided for, since the Board does not continue missionary salary and allowances during the extension period. The Board should be advised at the earliest possible date as to any anticipated extensions. If a long extension seems probable or return to the field doubtful, a missionary does not draw salary for more than half the normal furlough, the other half being available for the closing months of the extended furlough. At the end of the second year of furlough, unless by a special understanding, the connection of the missionary with the Board will be terminated. (Article 38.)

g. Field Vacations

197. Such brief vacations on the field as may appear essential to the best interests of the Mission force are to be determined, as to date and duration, by each Mission or a Field Council, on the basis of plans submitted by the Missions and approved by the Board. Care should be exercised, so far as possible, not to leave a Station without responsible missionary supervision at any time. The Board encourages and

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helps Mission efforts to provide suitable rest houses and sanitarium for the preservation of missionary health and energy. Where exceptional health changes are found necessary, the expense may be included in the annual estimates or specially asked of the Board in case of emergency.

G. Retirement and Pension

a. Honorable Retirement

198. The Board's missionaries are honorably retired from active service on the seventieth birthday anniversary. The designation "Honorably Retired," may, however, by special Board action, also be awarded to a missionary who retires from active service when not less than 65 years of age, after at least 35 years of recognized service, or to one who has become totally disabled after not less than thirty years of service. The designation is independent of any consideration of pension.

b. Age for Retirement

199. In accord with majority opinion of the Missions, and with Board and General Assembly actions in 1932, the former prerogative of the Missions to continue members in active service after seventy years of age has been withdrawn, and retirement at seventy has been made obligatory after April 1, 1933, for missionaries as for the administrative officers of the Board. Whether the missionary after retirement shall remain on the field or return to the homeland, will be decided in consultation with the Mission and the Board. For a missionary whose normal retiring time differs greatly from the termination of a regular term of service, the following plans are approved:
200. To a missionary whose regular furlough is due within four years of the normal retiring age of seventy, several options are open namely,

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First, If the Mission desires his return after furlough for three more years of active service, he may abbreviate his furlough sufficiently to return to the field for those three years, then retire at age seventy.

Second, He may postpone his furlough until he is sixty-nine, then take furlough and retire in America at age seventy.

Third, He may take his furlough when due, then retire in America on a proportionate pension to be determined by the regulations governing such earlier retirements (Article 203).

c. Post-retirement Provision

201. Beginning with the date of retirement, namely, the seventieth birthday anniversary, the missionary field or furlough salary, and other Board provision, cease and the retiring pension begins, according to the new plan which came into operation April 1, 1927. The Board provides for the expense of the journey home, without the special travel allowance of \$2.00 per day (since the pension is not interrupted by the journey), the usual baggage allowance, and the same freight allowance as that of new missionaries going to the field. This provision is available whether the journey is made at once or later.

d. The New Pension Plan

202. Since 1927 the provision of pensions for retired missionaries has been largely changed by the agreement under which the Board of Foreign Missions, on behalf of its missionaries and by order of the General Assembly, adopted the new Presbyterian Service Pension Plan. The plan in brief, is as follows:

(1) At the age of 65, after at least 35 years of service, each minister in the home church and each home or foreign missionary will receive a pension equal to one and one quarter per cent of the salary which has been received annually during the period for which the premiums have been paid.

(2) The premium to be paid by or for each minister at home is 10% of his salary and for each married missionary

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is 10% of the basic salary of \$2,000. Of this, 7½% is to be paid by the Church or Board and 2½% by the individual. In the case of single missionaries the payment is 7½% of the salary basis as later defined. Of this, 5% is to be paid by the Board of Foreign Missions and 2½% by the individual missionary.

(3) The minimum pension to be paid will be \$600. This will be available for all missionaries now in service or henceforth to enter service upon reaching the age of 65 after 35 years of service.

(4) Only the years or parts of years of service spent in the service of the Presbyterian Church in the U. S. A. shall be counted in the computation of the pension payable at the age of 65 or in case of prior disability.

(5) Upon total and permanent disability, the Board of Pensions will grant to any member of the Pension Plan a pension equal to forty per cent of his average annual salary received for the five years preceding disability, from a Church, a Board or other Organization under the direct control of the Church, with a minimum, at the outset, of six hundred dollars and such a maximum as shall be established by the Board of Pensions, provided that the maximum so established shall be at least \$2,000. The disability allowance for ministers, missionaries and other servants of the Church shall only exceed \$600 per annum as the Board of Pensions, subject to the advice of its actuary, or actuaries, shall decide.

(6) If at the time of granting such disability pension, the member of the Pension Plan shall have attained the age of sixty, the allowance shall not exceed what he would have been entitled to under foregoing provisions for age benefit, provided in all cases that the disability pension shall not be less than \$600.

(7) Pensions to the Widow. The widow of a member under the Pension Plan dying after April 1, 1927, shall be granted by the Board of Pensions a pension equal to one-half of the pension to which her husband would have been

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entitled calculating his pension from the date of ordination or reception from another Church, with a minimum of three hundred dollars, providing that such marriage took place before retirement or before he began to receive his pension at the age of sixty-five and provided that said minimum does not conflict with the rules laid down for the age benefit. In every case any such pension paid to a widow will cease upon her re-marriage.

(8) Orphans. When a member under the Pension Plan, dying after April 1, 1927, shall leave minor orphans, the Board of Pensions will pay pensions to the mother or guardian on behalf of said orphans at a rate not to exceed one hundred dollars each per year during the minority of such orphans; provided that the Board of Pensions shall be required so to adjust the pensions to the widow and the minor orphans that their sum shall not exceed the pension which the father of such children was receiving, or to which the father of such children would have been entitled.

e. Adaptations to Foreign Missionaries

203. As the New Service Pension Plan did not seem to provide adequately for the needs of foreign missionaries, the following adaptations were agreed upon:

(1) In determining the application of the New Service Pension Plan to foreign missionaries it has been decided to use as a base an average salary for all married missionaries of \$2,000 and for all single missionaries of \$1,200, inasmuch as this is the minimum salary basis for the ministerial group in the United States. (Approximately the average missionary salary.)

(2) For each year of service a pension credit of $1\frac{1}{4}\%$ of the salary basis would be allowed, calculated as an annuity beginning at age 65.

(3) In the event of withdrawal of an ordained missionary from the service of the Foreign Board, who, however, con-

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tinues in the service as a minister of the Presbyterian Church in the U. S. A., all earned annuity credits would continue without any refund to the Foreign Board.

(4) In the event of withdrawal from the service of the Foreign Board of an ordained or unordained missionary not entering service that would be counted under the New Service Pension Plan, upon demand he or she may obtain an amount equivalent to the 2½% or other payments made by the member with interest at the rate of 4% compounded annually.

(5) In the event of withdrawal, such as outlined in (4), the Pension Board shall credit the account of the Foreign Board with the reserve value accumulated out of the Foreign Board's payments to the Pension Board on account of such member, that is, the payments together with the interest and other credits less a proportionate charge for the cost of the protection afforded to the member during the period of membership.

(6) If a missionary reaches the age of 65 and continues in active service as determined by the Foreign Board, then the annuity payments would be withheld by the Pension Board, increased by interest additions to be applied towards providing additional annuity benefits payable upon later retirement at the discretion of the Foreign Board; the date of retirement to be determined by the Foreign Board.

(7) Widowers' Pensions. When a missionary becomes a widower he does not return to the status of a single man in relation to the Board of Pensions. The Board of Foreign Missions will continue to pay the Pension Board annually 10% of the basic salary (\$2,000 where the actual salary is in excess of \$1,600, and \$1,200 in other cases), maintaining the disability and children's coverages and assuring an appropriate annuity at 70 years of age.

f. Board Supplements

204. As the application of the Plan, even thus adapted to the Board's retiring age of seventy, would require some supple-

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menting of the Pension Board's provision, the Board, on February 20, 1928, voted that, until further action,

(1) **Supplements** will be granted only, if, as and when the Pension Board Benefits do not fully meet the foreign missionary needs as formally recognized by the Foreign Board.

(2) **The Age-pension** of a married couple shall be supplemented to the amount provided under the former Retirement Plan, \$1,800 a year, which shall be available at 70 years of age and after at least 40 years of service recognized by the Board. If at 70 years of age there have been less than 40 years of service, the Pension will be such proportion of \$1,800 as the years of service bear to 40; i. e. $Y/40$ of \$1,800. The Age-pension of single missionaries, for retirement at 70 years of age after 40 years of service, approximately \$1,000, is considered sufficient without supplement.

205. (3) **General Benefits prior to Age-Retirement.** (a) *Orphans*: The Board will arrange for the continuance of its longstanding Orphan provision under its Manual (Article 144): "The allowances of children whose father has died in active service are continued as though the father were continuing in service," by supplementing the Pension Board's Orphan Grant up to the regular Manual provision.

(b) *Widows*: For a widow whose husband died in the service or after retirement and who with Board approval withdraws from service, and whose financial need is partly but not adequately met by her Pension Board payment, the Board, in accordance with medical advice from time to time, will supplement the Pension Board payment by such amount and for such period as may to the Board appear necessary, any supplement to cease upon remarriage. In each individual case, consideration will be given to the actual need and to the years of service under the Board, the combined allowances of the two Boards to vary according to circumstances from the Pension Board payment up to \$1,000.

A widow may continue in active service, with Mission and Board approval, in which case her net unsupplemented pen-

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sion on account of her husband's death shall be available in addition to the regular support from the Foreign Board.

(c) *Disability*: For a husband, or for an unmarried or widowed missionary who is disabled while in the service of the Board, and whose financial need upon resignation is partly but not adequately met by his or her Pension Board payment, the Board, in accordance with medical advice from time to time, will supplement the Pension Board payment by such amount and for such period as may to the Board appear necessary. In each individual case, consideration will be given to the actual need and to the years of service under the Board, the combined annual allowances of the two Boards to vary according to circumstances from the Pension Board payment up to \$1,000 for a single missionary or to \$1,800 for a married couple.

206. (4) The premiums will be paid by the Board's Treasurer in New York to the Pension Board in advance and the missionary's share immediately charged to the missionary and collected by the Treasurer of the Mission as arranged between the Treasurer and the missionary. When a missionary is upon furlough in the United States, the premium will be deducted from furlough salary just as any other charge.

There are no premiums to be paid after 65 years of age.

(5) *Limitations*. If a missionary voluntarily withdraws at any time between 65 and 70 years of age, his age pension will be supplemented to the sum that he would receive if he had been under the New Pension Plan since he entered Board service, but without extra supplement to bring it up to the proportion of the \$1,800 age pension.

A missionary may not draw pension and salary concurrently, except a widow who continues in missionary service and receives a pension on account of the death of her husband.

207. If a missionary deliberately elects not to become a member under the Pension Plan, neither Pension Board nor Foreign

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Board is or will become liable for any pension or retirement provision of any kind.

208. During such furlough extensions as are taken with temporary suspension of Board support, missionaries will be expected to pay the entire pension premium, or accept of a retiring allowance and disability protection reduced proportionately by the period during which no premiums were paid.

209. **(6) Only Members of Presbyterian Church Eligible.** The charter of the Pension Board requires that all members of the Plan shall be connected with the Presbyterian Church in the U. S. A., or members by transfer from that Church to a Church on the Mission field which has been established by it. Therefore, all missionaries who are connected with other Churches, must secure transfers to the Presbyterian Church, U. S. A., if they wish to be eligible for the Presbyterian Pension Plan. (Ordained ministers are here reckoned as members.) The widow of a missionary member of the Pension Plan, though not herself a member of the Presbyterian Church U. S. A., is eligible for a widow's pension (Article 202 [7]) by virtue of her late husband's membership; but a widow who continues in active service and desires to enroll under the Pension Plan for a service pension on age-retirement (Article 205), must be a member of the Presbyterian Church U. S. A.

210. Missionaries, members of the Presbyterian Church in the U. S. A., whose service is in a Union institution in which the Board is a financial participant, are eligible for membership in the Pension Plan.

More detailed information as to the Pension Plan will be found in Board General Letters Nos. 28 and 45, and in the latest edition of the Board's descriptive leaflet, "The New Service Pension Plan."

VIII. THE CHURCH IN THE MISSION FIELD

A. Ideals

211. As set forth in Article I of this Manual, the aim of Board and Missions in all their work is to make Jesus Christ known as Saviour and Lord and to form Churches which shall be self-propagating, self-supporting and self-governing. Such a Church and its individual members will be diligent in applying the principles of the Gospel of Christ to the moral and social, economic and political, problems of community and nation. The Mission, through wise counsel and cordial assistance will encourage and strengthen the Church to the carrying out of this purpose.

B. Relation between Mission and Church

a. Fundamentally Spiritual

212. The ideal relationship of the younger Churches on the mission field to the older Churches is fundamentally spiritual, not ecclesiastical or administrative. Its aim is ever-deepening fellowship with God in the personal prayer-life and an enriched public worship, and ever-enlarging experience of His creative effort to realize the supreme and controlling objectives of the world mission.

b. Self-determination Welcomed

213. We welcome and encourage the self-determination of these Churches, their assumption of full ecclesiastical autonomy and of full responsibility for the administration of such Mission or cooperative activities as appropriately belong to their own continuing and developing life. These activities and functions, (of which a detailed list will be found in the Findings of the Lakeville Conference of 1931, pages 23-25, with which

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missionaries and church leaders should familiarize themselves), should be transferred as rapidly as possible from the founding Mission to the younger Church for the welfare and development of the Church as well as to secure freedom to the Mission for further outreach into new fields.

c. Missionary's Place in Church

214. This, however, need not prevent a close relation of the missionary with the Church organizations and courts on the field, in an advisory capacity, or his service on committees, provided the desire for such relationship is expressed by the authorities of the Church itself. In the past, many missionaries have taken letters of transfer from the Church in the U. S. A. to some Church on the field, and some of the younger Churches have expressed strong desire for the holding of full membership by missionaries in these Churches. However, the General Assembly of 1932, in response to a request for a dual relationship, handed down the following decision:

"It is recommended that all ordained foreign missionaries retain their membership in their home presbyteries of the Presbyterian Church U. S. A., and that any ordained missionaries who have transferred their membership to presbyteries of independent churches on the mission field re-establish their relationship with some home presbytery, in order that all ordained missionaries may be and remain under the full jurisdiction of presbyteries of the Presbyterian Church U. S. A. At the same time, in response to the request of some of the Churches on the mission field, the General Assembly allows the acceptance by ordained foreign missionaries of such relationship to the churches on the field as those churches may desire, provided that such relationship shall not affect, in any way, the full jurisdiction of the Presbyterian Church in the U. S. A. over such missionaries."

The principle which underlies this requirement is that every

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ordained missionary of the Board must be subject to the jurisdiction of a Presbytery of our General Assembly. A full historical explanation has been given in Board General Letter No. 47. Unordained missionaries are free to hold full membership in field Churches which have developed from their Mission's work, but for pension eligibility must be members either of such Churches or of the Presbyterian Church in the U. S. A. It is not permissible to be a full member under the control of two churches at the same time; but there is no objection to any missionary, ordained or unordained, sitting as an affiliated member or assessor in a local church, a presbytery, or a higher court of the Church on the field, and sharing in its work to any extent desired by that Church, if such a course seems to conduce to the highest interests of the Church and its autonomous development.

d. The Field Church and Mission Funds

215. (1) **Authority in Board and Mission.** Authority and responsibility for the control and administration of Mission funds inheres in Board and Mission; but a Mission, with Board approval, may make such current grants to the Church in the field, for general or specific purposes, as seem advisable, the Church then to have responsibility for the administration of such funds, making such report of their use as may be asked by the Mission.
216. (2) **Transfers Approved.** With the consent of the Board a Mission may transfer current funds, or work, or institutions, to the Church, or to a Joint Council or other agency of Mission and Church, for their administration. In the case of institutions a written agreement should be prepared by Mission and Church and approved by the Board for a term of years, usually three, this agreement being subject to renewal and revision.
217. (3) **Cooperating Councils.** Where joint Cooperating Councils, apart from the Church Courts, are thought advisable,

they should be composed of members selected by the Mission authorities and members selected by the Church authorities. Such Councils should not be regarded as permanent organizations but as a temporary expedient before the attainment of self-support and complete responsibility by the Church.

e. Foreign Study for National Leaders

218. (1) **Need for Trained Leaders.** The necessity for trained Christian leadership in all fields is universally recognized. It is the duty of the Mission to establish and sustain the needed training schools in the beginning of the work, encouraging and expecting the utmost possible cooperation from the developing National Church, with ultimate complete assumption of support and control. Preparation for leadership requires such training as will place the leaders on a footing of equality with the best thought of their constituents. In view of numerous misunderstandings and consequent embarrassments, the Lakeville Conference adopted a statement, which, as modified by new rules of the Board of Christian Education, is as follows:

219. (2) **Regulations.** The Board recognizes the value, in occasional instances, of the sending by a Mission of choice and promising nationals to America for advanced study. However, it desires the Missions to keep such action under the most rigid limitation if it involves any expectation of financial aid. The Board wishes to act under the following limitations imposed upon the Missions:

(a) The recommendation should always be by the Mission in some official way and should include, wherever such a body exists, the recommendation of the Presbytery or other agency appointed by the National Church for such supervision. Individual missionaries should not send students needing aid with personal letters to personal friends, since this always appears to be a Mission endorsement, and these American friends turn to the Board for aid as a matter of course.

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(b) The recommendation should be for definitely graduate study in America, for which a limited number of fellowships may be granted by and at the discretion of the Board of Christian Education to nationals from our foreign mission fields nominated to that Board by the Board of Foreign Missions.

(c) Such fellowships will be granted on the following conditions:

First. The candidate must have been selected by a Mission and a Church on the field.

Second. He must previously have made full and faithful use of the educational facilities provided on the field, which fact shall be explicitly set forth in the application.

Third. The Mission or Church must have definite plans for his future service, and his studies must be taken with that service in view.

Fourth. The fellowships, as a rule, shall not exceed two years in the U. S. A.

Fifth. All details, as to courses to be pursued, facility in English and other preparation for these courses, admission to the institution in view, and financial provision for travel to and from America and for residence there, must be arranged and approved by the Mission before the student leaves home.

Sixth. A just distribution of the fellowships among the various Mission fields will be observed.

(d) The Board must hold the recommending Mission responsible for seeing to it that there is financial provision for the return journey of the student when the course of study is completed. This will be in addition to financial support during the term of study in America. The return fund may be arranged in any way preferred by the Mission, but it must be from means furnished from the field and not expected from America.

IX. COOPERATION AND UNION

A. Policy of General Assembly

220. The definitely established policy of the General Assembly and the Board concerning Union and Cooperation on the Mission field is expressed in the action of the Board, May 15, 1900, specifically approved by the General Assembly that year, as follows:

"Believing that the time has come for a yet larger measure of union and cooperation in mission work, the Board would ask the General Assembly to approve its course, in recommending to its Missions in various lands (in line with the General Assembly's action of 1887, Minutes, p. 23, having in view building up independent national churches holding to the Reformed doctrine and the Presbyterian polity) that they encourage as far as practicable the formation of union churches, in which the results of the mission work of all allied Evangelical Churches should be gathered, and that they observe everywhere the most generous principles of missionary comity; and, further, it is voted that the Board now adopt the statement of policy prepared by its special Committee on Policy and Methods, and submitted to many of the missionaries and approved by them, as follows:

"In the view of the Board the object of the foreign missionary enterprise is not to perpetuate on the mission field the denominational distinctions of Christendom, but to build, upon Scriptural lines, and according to Scriptural principles and methods, the Kingdom of our Lord Jesus Christ. Where Church union cannot be attained, the Board and Missions will seek such divisions of territory as will leave as large districts as possible to the exclusive care and development of separate agencies. It is believed that, in other regards also, missionary comity should be given large range; (1) Salaries of native workers should be so adjusted among Missions as not to introduce an element of dissatisfaction among

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the workers of any Mission, or to tempt them away from the Mission with which they are connected. (2) Each Mission and the churches connected therewith should recognize the acts of discipline of other Missions and the churches connected with them. (3) In cooperative educational work, and especially where the schools of one Mission train helpers for other Missions, the latter should render some compensatory service. (4) Printing establishments are in many Missions required by the missionary work. Such should not be unnecessarily duplicated. The printing establishment of one Mission should, if possible, be made to serve the needs of all others in the same territory. (5) A hospital invariably opens wide opportunities for evangelistic work. Until these are properly utilized, it is not judicious or economical to establish other hospitals, the results of whose establishment will be to multiply further unutilized spiritual opportunities. (6) Fellowship and union among native Christians of whatever name should be encouraged in every possible way, with a view to that unity of all disciples for which our Lord prayed, and to which all mission effort should contribute."

In 1905 the Assembly "noted with satisfaction the readiness of the Board to give cordial response to appeals from the Mission Stations for endorsement of reasonable union movements properly conserving essential truths," while in 1916 it voted:

"That the Assembly reiterate its hearty approval of the Board's policy to promote comity, cooperation and union in all practicable ways, thus avoiding denominational overlapping and the undue multiplication of agencies in a given field, but using men and money to the best advantage."

B. Cooperation with Other Missions

221. In accord with this policy the Board approves cooperation by our Missions with other Missions of evangelical faith in any way that will advance the cause of Christ. As a natural

result of cooperative effort on the field, union (in certain missionary activities) should be entered into wherever practicable and likely to increase mutual efficiency.

a. In Evangelism

222. In the large centers of population especially, union evangelistic programs should conduce to the more speedy evangelization of the unchurched masses.

b. In Higher Education

223. In the higher grades of education, cooperation and union should promote economy and efficiency. The cooperating Missions and Churches, having organized a field Board of Control, should, as far as possible, delegate to it all field matters with a large measure of freedom in the conduct of the institution, under a constitution prepared by the Missions and Churches and approved by the participating Boards. The Board of Control should be duly representative of the co-operating groups and conform to the educational regulations of the country in which the institution is established.
224. A non-union institution of higher learning may, at the discretion of the Missions, sustain a direct relation to the Mission or Field Council, and not to an individual station, and its budget may then appear separate from the station budget in the Mission estimates.

c. In Publication

225. There should be a well considered plan of union or cooperation among the Mission presses of a given country or region. Union of effort is particularly important in the publication and distribution of text books and other literature for schools, Sunday School helps, hymnals, tracts, temperance literature, hospital and other records, works on sanitation and hygiene and all literature specially related to the Christian enterprise.

X. ABSTENTION FROM POLITICAL ACTIVITIES

226. Although the realization of the primary aims and ultimate purposes of Foreign Missions will affect for good all human life and so contribute to true political progress and well-being, yet it is the part of wisdom and the general duty of missionaries to refrain from all direct political activities and from involvement in political movements and disputes.

XI. AMENDMENTS

227. Any Mission or Field Council may suggest to the Board amendments to the Manual. The Board reserves the right, after consultation with the Missions if practicable, to modify or amend the Manual in what appear to be the best interests of the cause at home and abroad.

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